

# **7 Hidden Barriers and Solutions to Near-Miss Reporting**

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**NATIONALS**  
2022-2023



**CONAMORA NDANA**







Machine Safety  
Peer-Reviewed

## Working Safely With Grinders

### 10 Proven Best Practices

By Jean Ndana

**"A** worker's first day shouldn't be his last day on earth." I said these chilling words a few months ago when I narrated the tragic story of a 23-year-old temporary employee who did not return home from his first day at a Michigan factory. He was removing imperfections on spherical surfaces with a pedestal grinder when the abrasive wheel exploded. The father-to-be was fatally struck on the head by flying fragments. His death prompted a Michigan OSHA inspection, and the company was cited for several safety violations and received fines of more than \$100,000.

**IN BRIEF**  
•An abrasive wheel grinder is one of the most common

**10 Best Practices for Using Grinders Safely**  
In P2014, OSHA (2015) cited 1,014 serious violations related to grinders. Many of these hazards are preventable if employers and workers follow the best practices presented in this article.

**Best Practice 1: Display a List of Persons Trained & Authorized to Operate, Mount & Dress Grinding Wheels at or Near the Grinder**  
In most workplaces, only employees properly trained in the safe use of equipment should operate it. Companies spend many resources preparing workers to safely use grinders, but as time passes it

## Turning Around a Problem Plant

### 9 Ways to Change From Severe Violator to Safety Model

By Jean Ndana

veral OSHA citations and complaints led MCHSA to sue. The pension OSHA ergonomics, machine guard (safety) not only were injury, quality and employee resulted in turnover of OSH was the plant's third so than a year. es on the job, the author de- dented initiatives to turn things any began making progress y efficiency. The company to all phases of manufactur- effects on efficiency, quality, ale, as well as the bottom line. egration, implementation, performance went from the dustry into the first quartile. incidence rate dropped dra- d the then industry average; ars, the company reduced . Workers' compensation 1.5 million to \$500,000, an reviously strained relation- became a cooperative one- spect and trust. Manage- had a better understand- ings, and workers began led of mutually waiting for

## SAFETY MANAGEMENT

### Peer-Reviewed

# STRATEGIC SAFETY GOALS

## Creating Proactive Objectives Based Leading Indicators

By Jean Ndana

**IF YOU THINK A SAFETY GOAL** such as "reduce the OSHA recordable rate 5% by the end of the calendar year" is effective, think again. Setting such safety goals can have powerful side-effects that can undermine an organization's efforts to build a solid, vibrant safety culture. The author's former employer learned this the hard way. "The old advice to 'define your goals' is applicable to both one's personal life and to the occupational world. This axiom usually gets head nods from those who hear it. Many books and articles have been written throughout the years that support this advice. Goals are necessary for anyone who is trying to be successful in life or any business function striving for high performance, regardless of the industry or size of com-

•reducing the OSHA recordable rate  
•reducing the lost time injury rate  
•reducing workers' compensation costs  
These answers are on the outcomes bar- tors. Many times, the levels of the organiz- OSH professionals, First, such goals are (Janicki, 2010, p. 14). From a young age w

## Best Practices

### Increasing Safety Committee Effectiveness Through a Team-of-Teams Approach

By Jean Ndana

An OSH professional has many AOs to choose from when it comes to stimulating and maintain- ing plant-wide interest in preventing incidents and injuries in the work- place, keeping safety top of mind for workers and management, moti- vating employees and supervisors to become actively involved in the company's injury and illness re- duction program, and man- agement's support of safety. If manufacturing plant without a safety com- mittee where it is not Upon joining his fi- a 700-person, round- specializing in manu- be vehicle steering at components, the aut- plant's safety commit

knowledge, information, skills and tools necessary to create a safe and healthy workplace. The previously dys- functional safety committee meetings quickly changed to an environment where members discussed safety and health policies and procedures, as well as identified risks and risk reduction activities in a meaningful, productive manner. The safety committee meet- ing transformed into a safe collabora-

a meeting committee to a solutions- oriented safety committee was safety solutions team (SST).

#### Change the Structure

The next challenge was to update the safety committee's structure. Companies should avoid a one-size-fits-all structural approach. Each organization has its own individual needs, strengths and weaknesses. A safety committee's

# AT-A-GLANCE

## A Proven Technique to Mismatches & Cross

By Jean Ndana

**THE OSHA HAZARD COMMUNICATION STANDARD, 29 CFR 1910.1200, was the second most cited standard in general industry for fiscal years 2018 and 2019 with 8,170 violations in 2019 alone. Section 1910.1200(b)(6), relative to workplace labeling, was among the top five sections cited, with a total number of 952 cases (Drabey, 2019). Each case cited will likely carry either a recommended or a mandatory penalty.**

Beyond the financial losses, these violations imply countless potential for human suffering (e.g., injuries, illnesses, emotion and organizational loss). Chemical exposure may cause or contribute to many serious health effects (e.g., heart ailments, control nervous system, kidney and lung damage, sterility, cancer, burns, rashes). Some chemicals may also pose safety hazards and have the potential to cause fires, explosions and other serious incidents.

Considering these potential negative impacts, every workplace, no matter the size, should prioritize the development of a system designed to, at least, promote the systematic labeling of containers, regardless of where the company uses, stores, ships or disposes of chemicals. The author's former employer developed such a system and reaped benefits well beyond reducing OSHA fines and promoting worker safety and health.

rate of 12.6 (0.5 points higher than the industry average), high worker turnover, high workers' compensation costs and a strained relationship with Michigan OSHA. Hourly workers presented persistent criticism of virtually every aspect of the plant, safety and health in particular.

The plant investigated the contributing factors to systemic challenges to identify what was going wrong. Table 1 summarizes the key concerns captured from the investigation. The investigation revealed that the high incidence rate stemmed from mismatches and cross contamination of hydraulic oils. A mismatch occurs when a hydraulic oil is transferred to the wrong machine. A cross contamination occurs when incompatible oils are mixed either in a portable container or in a machine's tank. The mismatches and cross contaminations resulted in worker injuries and hospitalizations and affected machine operation and productivity.

An at-a-glance labeling system was employed to address the findings. The plant found the system to be easily usable, actionable and in a practical form that can be implemented quickly by other organizations facing similar issues. This article details the investigation findings, the at-a-glance labeling system, the nine-step process to implement the system, and the results experienced.



## VANTAGE POINT

# NEAR-MISS REPORTING

## Eight Hidden Barriers & Solutions

By Jean Ndana



**An effective near-miss management system is a simple but powerful mechanism to drive incidents and injuries down, engagement up and culture forward. This article calls for a paradigm shift that ties near-miss reporting to other common safety programs organizations have in place to prevent workplace injury and illness.**

**Wouldn't it be great** to have some sort of system in place to stop workplace injuries, fatalities and equipment damage incidents before they occurred? If your organization has developed and rolled out an effective and efficient near-miss management system (NMMS), it has taken an important step toward achieving that goal.

In the safety world, such an implementation is beneficial for incident prevention and safety improvement in general. Near-miss reporting and analysis and the implementation of adequate corrective measures based on investigation results can prevent the recurrence of near misses and incidents. The National Safety Council (NSC) agrees, stating that "History has shown repeatedly that most loss-producing events (incidents), both serious and

### Case Study

Upon joining a 350-person round-the-clock plant specializing in manufacturing motor vehicle steering and suspension components, the author found that the plant indeed had implemented a near-miss program. However, the program was not well structured, had no real goals in place, and had not generated meaningful workplace safety gains. It seemed that the program existed merely to check a box. What constituted a near miss was not clear in everyone's mind. Most frontline workers and even supervisors viewed some near misses as too minor and inconsequential to report as safety and health issues. There were also deeper problems.

When the NMMS had been rolled out, insufficient attention was paid to limiting beliefs or views workers held.

follow-up information about the situation or condition was communicated back to the reporting individual, further emphasizing the company's due diligence. The NMMS ceased to be the missing system and instead became a vital component of the safety and health management system that positively transformed the plant.

This transformation resulted not only in the metamorphosis of the physical work environment but also (and more importantly) in workers assuming substantial responsibility for their own workplace safety and health and a significant reduction in incidents and injuries. The facility's OSHA incidence rate dropped dramatically to 3.2, half of the then-industry average. In other words, in 2 years, the company reduced its injury rate by 75%.

In a unionized manufacturing plant,

# Presentation Objectives



**Common barriers to near-miss reporting**



**7 Hidden barriers to near-miss reporting**



**7 Solutions to Hidden barriers to near-miss reporting**

# CASE STUDY



# SITUATION I FOUND: SOME HIGHLIGHTS

- The program had not generated any meaningful workplace safety gains.
- What constituted a near-miss not clear in everyone's mind.
- some near-misses were viewed as too minor and inconsequential to report
- Near- miss reporting forms not readily available and the completion was very time-consuming
- Many frontline supervisors viewed near-miss reports as signs of poor supervision
- Near-miss program earned the moniker “**the missing program.**”

# Situation AFTER: HIGHLIGHTS

- The near-miss program ceased to be the “missing program” and became an employee engagement and involvement tool
- The revamped near-miss program became an employee engagement and involvement tool
- Confusion surrounding what constituted a near-miss was eliminated
- Reporting process streamlined and made quick and efficient
- The revamped near-miss program was transformed into a vital component of the plant safety management system that drove incidents down, engagement up and culture forward



**IS IT POSSIBLE**



## **Common Barriers to Near miss Reporting**

## **Question**

**What are some of the common barriers to near miss reporting?**

## Common barriers to near-miss reporting

- 1) Form
- 2) Fear of Punishment & Retaliation
- 3) Lack of Recognition/Feedback
- 4) Peer Pressure
- 5) Concern About Record & Reputation
- 6) Desire to Avoid Work Interruption
- 7) Desire to Avoid Red Tape
- 8) Fault-Finding Mind-Set
- 9) Lack of sense of urgency
- 10) Difficult or ineffective reporting process
- 11) Etc.

## **NOT SO COMMON BARRIERS**

- Lack of confidence that positive change will result from such reporting
- Psychological barriers to admitting an error
- Lack of a sense of urgency



# **Hidden Barriers to Near miss Reporting**

## **Hidden Barrier #1**

**The OSHA definition of a “near-miss”**

# What is the OSHA definition of a “near-miss”?

**OSHA defines a near miss as an incident in which no property was damaged and no personal injury was sustained, but where, given a slight shift in time or position, damage or injury easily could have occurred**

Why the OSHA definition a hidden or subtle barrier to near-miss reporting?

**The National safety Council defines a near miss as an unplanned event that did not result in injury, illness, or damage – but had the potential to do so. Only a fortunate break in the chain of events prevented an injury, fatality or damage**

Why the OSHA definition a subtle barrier to near-miss reporting?

☐ **Not broad or Not all-inclusive**



## ❑ Not broad or Not all-inclusive



- ❑ **Not customizable to the specific needs of an organization**

# **Hidden Barrier #2**

**The Term “near-miss”**

## **BARRIER#2: THE TERM NEAR-MISS**

- ☐ **Does not have an intuitive meaning**
- ☐ **Hard to visualize it**

## BARRIER#2: THE TERM NEAR-MISS

- ❑ Just consider the inaccuracy or the contradictory nature of the term "near-miss."
- ❑ It was NOT a near miss!. Accurately, it was a “near injury” or a “near property damage.”
- ❑ Terminology matters. When terminology is inaccurate, it becomes very difficult to earn widespread understanding and ownership of any subject



## BARRIER#2: THE TERM NEAR-MISS

Sometimes synonyms that have an intuitive meaning such as “**Near-Hit**” or “**near-collision**”, “**narrow escape**” etc, are used

**DO YOU SEE ANY PROBLEM WITH THESE SYNONYMS?**

## **Subtle barrier #3**

**Fear of being wrong or to be viewed as overly  
sensitive**

- ❑ **Sometimes workers don't want to report something that will turn out not to be considered as a near-miss according to the commonly used OSHA definition and, therefore, be ridiculed**
- ❑ **Often, in a predominately male workplace, the perception of being weak or overly sensitive is seen as a threat to one's masculinity.**

## **Hidden barrier #4**

**Delayed Training on near-miss reporting**

# Hidden barrier #4 Delayed Training on near-miss reporting

QUESTION:

IS NEAR MISS REPORTING PART OF YOUR NEW HIRE  
SAFETY ORIENTATION?

**❑ Near-miss not part of the new hire safety orientation**

# **Subtle barrier # 5**

## **Near-miss reporting form**

# Subtle barrier # 5: Near-miss reporting form

- ☐ **Thickness** : Stiff paper should be used
- ☐ **Size** : Are the forms short and to the point?
- ☐ **Location** : Are they easily accessible to workers?
- ☐ **Color** : **what is the color ( if you are still using the traditional pen and paper)**  
use a color that stands out



## **Subtle Barrier # 6**

**Too many safety programs that  
require workers' attention**

## **BARRIER#6: Too many safety programs that require workers attention**

- ☐ Hazards reporting
- ☐ Suggestions box
- ☐ Behavior Based safety (BBS) reporting
- ☐ Injuries or illnesses reporting
- ☐ Quality issues reporting
- ☐ Environmental issues reporting

## **BARRIER#7**

**Absence of a systematic Near-miss review**

**There should be a systematic Near miss review embedded in the day to day operations**

## Subtle barrier # 8

**Thinking that a near-miss program is one and done program**

# **Solutions to Barriers to Near miss Reporting**

# **Solution # 1**

**New definition of a “near-miss.”**

# Solution#1: New definition of a near-miss

**New Definition:**

**A near-miss is any opportunity to make things safer, healthier or better**



# **Solution#1: New definition of a near-miss**

- a) It is no longer a “fixed,” rote definition. It is customizable to the specific needs of an organization**
- b) The focus shifts to outcomes- i.e., why near-misses are being reported in the first place.**
- c) It simplifies the decision-making process**
- d) It normalizes near miss reporting as a standard part of everyday working life, therefore ensures that safety is a priority for all employees**
- e) Helps fight complacency by constantly evaluating processes and looking for improvements**
- f) By using this definition, an organization can foster a culture of continuous improvement through near miss reporting**

# Solution#1: New definition of a near-miss



Dirty gauges



Overfilled trash drum



Not legible Machine Specific  
LOTO



Dirty gauges



Safety signs not legible

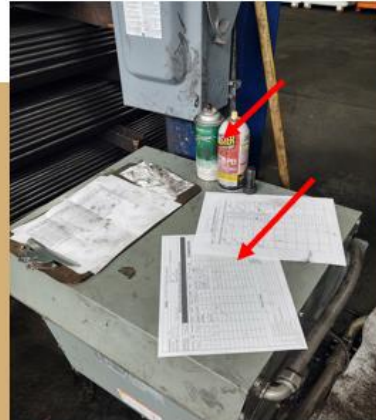
# Solution#1: New definition of a near-miss



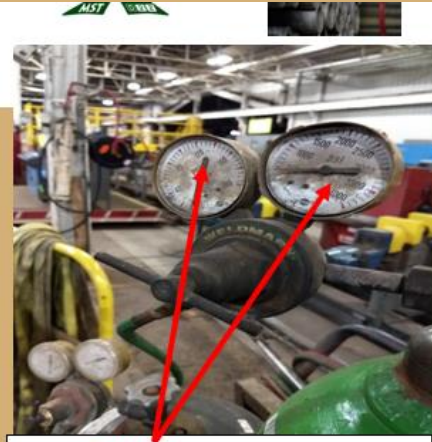
Flying wheel that is missing a bolt



Overfilled trash drum



Using a transformer as a paper shop desk. Also unsafe storage of spray cans



Broken gauges



A guard that is damaged



Duct taped stool



Straps on the floor aisles



Unsafe storage: Rags on top of electrical box

Some example of "Good Catches" or "tiny gains"

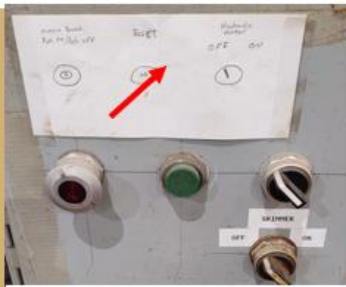


# Solution#1: New definition of a near-miss

Some example of Good Catches or tiny gains



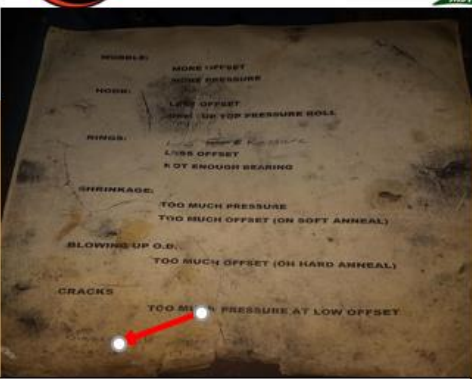
Nasty water fountain



Electrical Cabinet labeling on a piece of paper



Danger sign not properly hung



Illegible document / work instructions



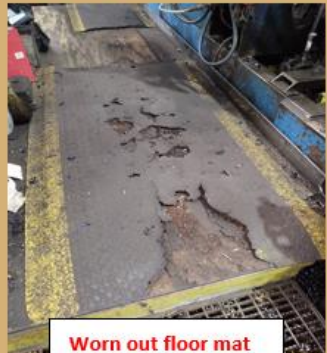
A beat up, damaged, duct taped chair is still being used



Not Legible Safety sign



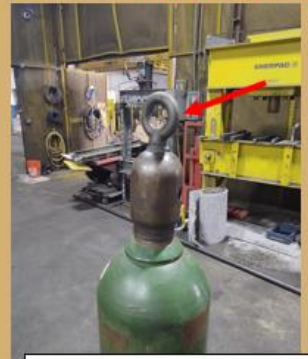
Uneven floor



Worn out floor mat

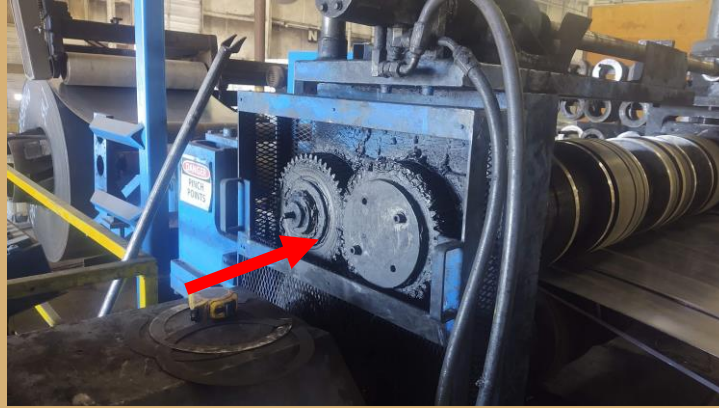


Dirty control panel, with labels hard to



O D ring welded on the cap

# Solution#1: New definition of a near-miss





# Solution#1: New definition of a near-miss



## **Solution # 2**

### **Change the term “near-miss.”**

# Solution#2: Change the term near-miss

- ☐ “ORLI”
- ☐ “free learning”(FL)
- ☐ “Opportunity for safety improvement (OSI)”
- ☐ “Good Catch.”
- ☐ “Opportunity for improvement”
- ☐ “ZIP”



## **Solution # 3**

**Redesign your near miss reporting form**

# Solution#3: Redesign your near miss reporting form

New name: “Good Catch”

Color: “Bright yellow”

size: “8.5” X 5.5”

Thickness: “cardstock”

**GOOD CATCH form:**

TO : BMT MANAGEMENT

Reporting Employee: \_\_\_\_\_ Shift: 1 2 3 Date: \_\_\_\_\_

**NATURE OF OBSERVATION**

\_\_\_ Safety \_\_\_ Bus. Efficiency \_\_\_ Quality \_\_\_ Environmental. Time of observations: \_\_\_ a.m. \_\_\_ p.m.

Work station / Area affected: \_\_\_\_\_

Employee(s) involved (if appropriate): \_\_\_\_\_

Issue/suggestion: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**REPORT OF OBSERVATION**

Did you notify your supervisor? \_\_\_ Yes \_\_\_ No. Date Supervisor Notified: \_\_\_\_\_

(Remember to notify supervisor whenever appropriate.)

Name if Supervisor Notified: \_\_\_\_\_

**FOLLOW UP** == For Management Responses Purposes Only.

Supervisor Addressing observation: \_\_\_\_\_

Manager Addressing observation: \_\_\_\_\_

Resolution (include work order if required): \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Employee signature: \_\_\_\_\_ / Date: \_\_\_\_\_

## **Solution # 4**

**Make near-miss Forms Easily Available and Accessible**

## Solution # 4: Make near-miss Forms Easily Available and Accessible

Near-miss forms and pens are easily accessible: Placed at each workstation



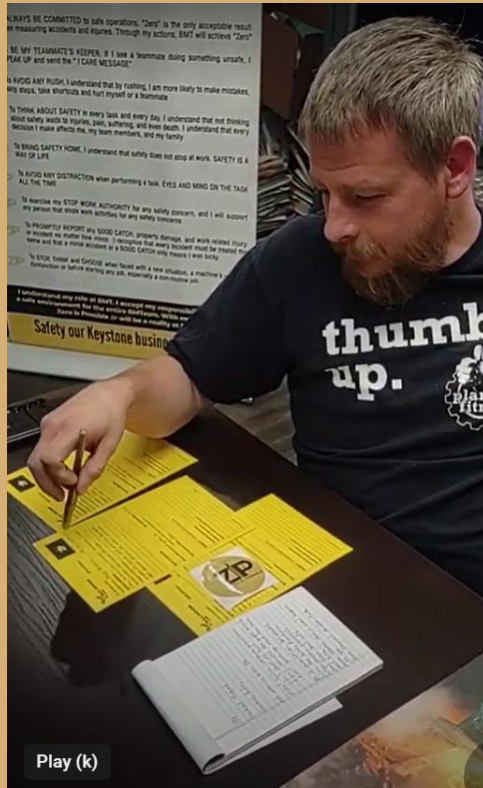
## Solution # 4: Make near-miss Forms Easily Available and Accessible

Near-miss forms and pens are easily accessible: Placed at each workstation



## **Solution # 5**

**Include near-miss training in new hire safety orientation**



**The sooner new hires are trained in near-miss reporting, the better**

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# **Solution # 6**

## **Make The Invisible Visible**



# **Solution # 7**

**Consolidation of several safety programs**

- ❑ Tie together Near-miss reporting, hazard identification and reporting, behavior-based safety, safety suggestions, quality defects and environmental releases programs**
- ❑ This integration not only prevents workers for spreading thin but also save time, energy, and resources**

# **Solution # 8**

## **Weekly Near Miss Reviews**

# Solution # 8:Weekly Near Miss Reviews

- ☐ Ideally led by the Plant Manager
- ☐ Show and discuss accomplishments
- ☐ Debate new near-misses, establish priorities, assign owners, and set deadlines
- ☐ These reviews help management stay on top of issues and hold owners accountable.

# **Solution # 9**

**Institute a Near Miss Hall of Fame**

## WALL OF FAME



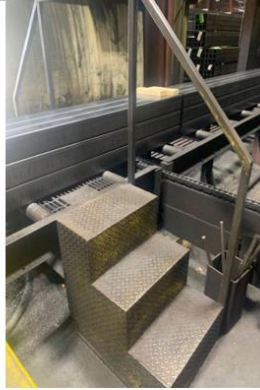
**BEFORE**



**AFTER**



**BEFORE**



Missing guardrail and stairs made of diamond plate

**AFTER**



Handrail added and diamond plate stairs replaced with treaded stairs

**BEFORE**



Dirty, missing labels

**AFTER**



Cleaned with new labels

**BEFORE**



Dirty gauges

**AFTER**



Cleaned gauges

**BEFORE**



Dirty gauges

**AFTER**



Cleaned gauges



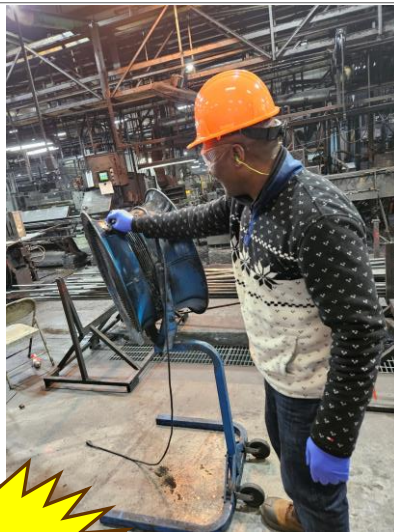
# BEFORE

## CLEANING IN PROGRESS

# AFTER



**Kudos to  
Jean!**



**Brand new fan**



# BEFORE



Lathe machine guard that is very dirty

# CLEANING IN PROGRESS



Kudos  
to Jean  
!!

# AFTER



Guard cleaned

## **Solution # 10**

**Build Trusting, Personal relationships & Strong workplace alliances with maintenance personnel**



a) **Shadow them & show interest**

Shadowing them and show interest in learning about daily difficulties, constraints and hazards they face

b) **Learn how to use a cutting torch, to weld or to grease a motor**

Show them that you're really interested in learning

c) **Make them feel appreciated**

## Solution # 11

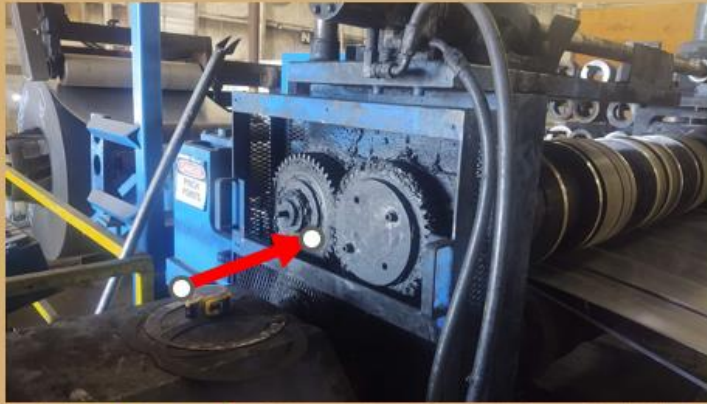
- A near miss program is NOT a one-time event but an ongoing process

- **Constantly nurture, nourish and reinforce to keep it engaging, stimulating and maintain the needed plant wide interest**
- **Ask for feedback**
- **Make tool boxes about near-misses**
- **Reward and recognize**

# **CASE STUDY RESULTS**

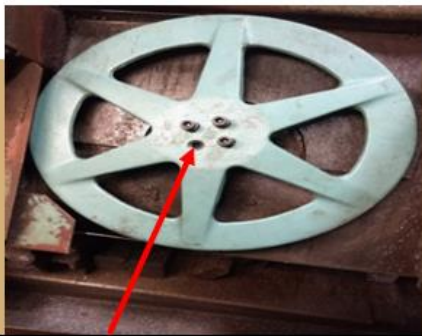






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**Flying wheel that is missing a bolt**



**Overfilled trash drum**



**Using a transformer as a paper shop desk. Also unsafe storage of spray cans**



**Broken gauges**



**A guard that is damaged**



**Duct taped stool**



**Straps on the floor aisles**



**Unsafe storage: Rags on top of electrical box**

**Some example of "Good Catches" or "tiny gains"**



**Dirty gauges**



**Overfilled trash drum**



**Not legible Machine Specific  
LOTO**



**Dirty gauges**



**Safety signs not legible**



## Examples of “Good Catches”

*Behaviour*  
*10 Behaviour*  
*Great job Kevin!*

Observation Form

TO: BEST MANAGEMENT

Reporting Employee: Kevin Winston with: 1 Date: 3-3-00

NATURE OF OBSERVATION

☒ Safety ☐ Bus. Efficiency ☐ Quality ☐ Environmental ☐ Time of Observation: 7:30 on Sa

Work Status (on/off): South Bay

Employee(s) involved (if appropriate):

Issue/Suggestion: I saw a crane operator about to spin a load with his hand. I gave him a nearby hands-free tool to complete the task safely.

*Behaving  
Yes  
Behaving*

Observation Form

TO: MST MANAGEMENT

Reporting Employee: GEORGE KENT Date: XI - 1 - 93 Date 2-24

NATURE OF OBSERVATION

Safety , Bus. Efficiency , Quality , Environmental Time of Observation: 2:00 - 2:10 p.m.

Work Station/Area Affected: 1337 STRAIGHTENER

Employee(s) involved (if appropriate): MYSELF

Issue/Suggestion: REFLECTING ON MY SAFETY HABITS, I CAN DO BETTER WITH BEING MORE CAUTIOUS WHEN I PLACE MY HANDS DURING PRODUCTION ON THE STRAIGHTENER. NEVER TOO CAREFUL WHEN IT COMES TO PINCH POINTS.

(SAFETY 1ST  
Good Job Geoff  
e.r.)

REPORT OF OBSERVATION

Did You Notify Supervisor? Yes No Date Supervisor Notified: 2-24

(Remember to notify supervisor whenever appropriate)

Name of Supervisor Notified: ROB THOMPSON

FOR USE ONLY - For Management Supervisor Only

Manager(s) Addressing Observation: (Signature) Complete

Behavior *Yes* Behavior *Great job Kevin!*

Observation Form

TO: ASST MANAGEMENT

Reporting Employee: Kevin Winston SM#: 1 Date: 2-26-20

NATURE OF OBSERVATION

☒ Safety ☐ Bus. Efficiency ☐ Quality ☐ Environmental

Work Station/Area Affected: SOUTH BAY Time of Observation: 10:45 *AM*

Employee(s) involved (if appropriate): \_\_\_\_\_

Incident/uggestion: While moving three loads through South Bay with the 824 crane, an employee crossed the walkway without looking both ways. Consequently, stepping right in front of the moving loads. The employee and I spoke about looking both ways and listening out for the crane siren to avoid potential injury.

YES ~~Revised~~ *Revised*  
YES *Great*

Observation Form

TO: NEST MANAGEMENT

Reporting Employee: JEFF JENKINS Shift: X Date: 01/31

NATURE OF OBSERVATION

Safety \_\_\_\_ Quality \_\_\_\_ Efficiency \_\_\_\_ Attitude \_\_\_\_ Environmental \_\_\_\_

Work Station Area Affected: WETLAND Time of Observation: \_\_\_\_ a.m. \_\_\_\_ p.m.

Employee(s) Involved (if appropriate):

Supervisor(s): KEVIN WILSON JEFF JENKINS FRANKIE DUNN JOHN  
ON THE WAY TO THE WETLAND TO DO THE  
SAFETY AND TO DO THE WETLAND  
SAFETY AND TO DO THE WETLAND  
AND WETLAND

Could of Been a Near Miss  
Commended Employee for Speaking  
UP

REPORT OF OBSERVATION

Did You Notify Supervisor? Yes No (Indicate whether appropriate)

(Remember to notify supervisor whenever appropriate)

Name of Supervisor Notified: Rob Thompson

Follow Up — For Management Response (Personnel Only)

Manager(s) Addressing Observation: Complete

Manager(s) Addressing Observation:

Resolution (Include work order number if required):  
Behavioral - Good JOB

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**TO: MIST MANAGEMENT**

Reporting Employee: 361 ZACK SWENSON Date: 8/2/05

NATURE OF OBSERVATION  
Safety, Acc. Efficiency, Quality, Environmental Time of Observation: 7:30 AM

Work Station/Team Affected: crown 269 Kevin

Employee(s) involved if appropriate: Kevin

Instr/Suggestion:  
Kevin made sure I had a moments free device at all times, Thanks Kevin.

*Behavior*

*yes*

*Behavior*

*Great job Laura!*

TO: DIST MANAGEMENT

Reporting Employee: Laura Korman, Lauren Date: Jan 10 Time: 2:30 PM

OBSERVATION PURPOSE

Safety, Bus. Efficiency, Quality, Environment Time of Observation: Jan 10

Work Station/Area Affected: Middle Bay

Employed level of supervision:

Inappropriate Saw someone stepping over a load with dogs on it. Told them not to even unsale. They said it was in the wayway. I reminded them that it was better to roll 5 minutes to move a load than to roll a trip and force plant on solid concrete.

BEST OF OBSERVATION

Did You Meritly Supervisor? Yes No Data Supervisor Rec'd 2/10/10

(Remember to notify supervisor whenever appropriate)

Name of Supervisor Rec'd: Timmy

[Signature] - for Management Review (Sign & Date)

Manager's Addressing Observation: Complete

# Examples of "Good Catches"

*Yes Hazard. Great job taking Action*

**Observation Form**

TO: MST MANAGEMENT  
Reporting Employee: Nick LAZARUS Shift: X Date: 2-10-20

**NATURE OF OBSERVATION**  
Safety \_\_\_ Bus. Efficiency \_\_\_ Quality \_\_\_ Environmental \_\_\_ Time of Observation: X a.m. / 2 p.m.  
Work Station/Area Affected: ANYBODY WORKING AROUND AREA  
Employee(s) involved (if appropriate):  
Issue/Suggestion: FOUND A CRANE PARKED WITH SPREADER BAR OVER WALKWAY. I LOCATED THE CRANE BOX AND MOVED IT SO IT WAS PARKED OVER A RACK.  
Good job Nick RT

**REPORT OF OBSERVATION**  
Did You Notify Supervisor? X Yes \_\_\_ No \_\_\_ Date Supervisor Notified: 2-13-20  
(Remember to notify supervisor whenever appropriate)

*Yes Hazard Great job taking Action*

**Observation Form**

TO: MST MANAGEMENT  
Reporting Employee: JHERFELD Shift: X Date: 2-10-20

**NATURE OF OBSERVATION**  
Safety \_\_\_ Bus. Efficiency \_\_\_ Quality \_\_\_ Environmental \_\_\_ Time of Observation: 2 a.m. / 5 p.m.  
Work Station/Area Affected: 770 POINTER  
Employee(s) involved (if appropriate):  
Issue/Suggestion: REPLAID A CHAIN THAT HAD A BAD LOOP AND SOME LINKS THAT WERE OUT OF SHAPE.  
Good Job John RT

**REPORT OF OBSERVATION**  
Did You Notify Supervisor? \_\_\_ Yes \_\_\_ No \_\_\_ Date Supervisor Notified: 2-10-20  
(Remember to notify supervisor whenever appropriate)

*Yes Hazard Great job taking Action*

**Observation Form**

TO: MST MANAGEMENT  
Reporting Employee: Chris Cote Shift: X Date: 2-21

**NATURE OF OBSERVATION**  
Safety \_\_\_ Bus. Efficiency \_\_\_ Quality \_\_\_ Environmental \_\_\_ Time of Observation: X a.m. / 2 p.m.  
Work Station/Area Affected: 562 Saw (south bay)  
Employee(s) involved (if appropriate): operators  
Issue/Suggestion: The safety chain on the scrap pit wasn't being used. It was laying on the ground, fell, trip hazard.  
I replaced chain as it was intended for.

**REPORT OF OBSERVATION**  
Did You Notify Supervisor? X Yes \_\_\_ No \_\_\_ Date Supervisor Notified: 2-21  
(Remember to notify supervisor whenever appropriate)

*Yes Behavior*

**Observation Form**

TO: MST MANAGEMENT  
Reporting Employee: Zach Garcia Shift: 1 Date: 4/24

**NATURE OF OBSERVATION**  
Safety \_\_\_ Bus. Efficiency \_\_\_ Quality \_\_\_ Environmental \_\_\_ Time of Observation: 10 a.m. / 2 p.m.  
Work Station/Area Affected: South bay  
Employee(s) involved (if appropriate): Any  
Issue/Suggestion: Saw a rack in south bay overfilled which isn't safe. I told Dallas about it and he moved it.

**REPORT OF OBSERVATION**  
Did You Notify Supervisor? \_\_\_ Yes \_\_\_ No \_\_\_ Date Supervisor Notified: 4/24  
(Remember to notify supervisor whenever appropriate)

*Yes Hazard*

**Observation Form**

TO: MST MANAGEMENT  
Reporting Employee: DARRY WALKER Shift: 1 Date: 5-26-20

**NATURE OF OBSERVATION**  
Safety \_\_\_ Bus. Efficiency \_\_\_ Quality \_\_\_ Environmental \_\_\_ Time of Observation: 1 a.m. / 2 p.m.  
Work Station/Area Affected: TOYOTA HI-LO  
Employee(s) involved (if appropriate):  
Issue/Suggestion: TOYOTA HI-LO SOUND FUNNY WHEN USING THE CONTROLS, LIKE IT MAY BE LOW ON HYDRAULIC FLUID MAYBE.

**REPORT OF OBSERVATION**  
Did You Notify Supervisor? \_\_\_ Yes \_\_\_ No \_\_\_ Date Supervisor Notified: 5-26-20  
(Remember to notify supervisor whenever appropriate)

*Yes Hazard*

**Observation Form**

TO: MST MANAGEMENT  
Reporting Employee: Andrew Mann Shift: 1 Date: 5-20

**NATURE OF OBSERVATION**  
Safety \_\_\_ Bus. Efficiency \_\_\_ Quality \_\_\_ Environmental \_\_\_ Time of Observation: 1 a.m. / 2 p.m.  
Work Station/Area Affected: East cold draw  
Employee(s) involved (if appropriate):  
Issue/Suggestion: crane was parked above walkway. I got the crane box and moved it.  
Great job moving the crane solo

**REPORT OF OBSERVATION**  
Did You Notify Supervisor? \_\_\_ Yes \_\_\_ No \_\_\_ Date Supervisor Notified: 5-20  
(Remember to notify supervisor whenever appropriate)

*Yes Hazard Great job Rob*

**Observation Form**

TO: GENERAL MANAGER  
Reporting Employee/Badge: B. Thompson Shift: X Date: 5-19-20

**NATURE OF OBSERVATION**  
Safety \_\_\_ Bus. Efficiency \_\_\_ Quality \_\_\_ Environmental \_\_\_ Time of Obs: 3 a.m. / 2 p.m.  
Work Station/Area Affected: Billet Inspection  
Employee(s) involved (if appropriate): None  
Issue/Suggestion: 421 Crane bar was parked right above aisle way and crane box was not in proper location. Located box and move crane & bar to safe REPORT OF OBSERVATION and proper location.

**REPORT OF OBSERVATION**  
Did You Notify Supervisor? \_\_\_ Yes \_\_\_ No \_\_\_ Date Supervisor Notified: 5-19-20  
(Remember to notify supervisor whenever appropriate)  
Name of Supervisor Notified: RT

*Yes Hazard Great job Taking Action*

**Observation Form**

TO: MST MANAGEMENT  
Reporting Employee: Justin Veenstra Shift: 1 Date: 5/20

**NATURE OF OBSERVATION**  
Safety \_\_\_ Bus. Efficiency \_\_\_ Quality \_\_\_ Environmental \_\_\_ Time of Observation: 3 a.m. / 2 p.m.  
Work Station/Area Affected: Crane bar over walkway  
Employee(s) involved (if appropriate):  
Issue/Suggestion: crane bar over walk way, took the time to find the box and move the crane bar over a rack so it wasn't over the walk way. Don't know who left it like that, or I would've told them  
Complete!

**REPORT OF OBSERVATION**  
Did You Notify Supervisor? \_\_\_ Yes \_\_\_ No \_\_\_ Date Supervisor Notified: 5/20  
(Remember to notify supervisor whenever appropriate)



# Samples of Good Catches

**Observation Form**

TO: MGT MANAGEMENT

Reporting Employee: Jim Hooks Date: 2-1-19

**NATURE OF OBSERVATION**

Safety ☒ Efficiency ☐ Quality ☐ Environmental ☐ Time of Observation: 3:00 PM

Work Station/Area Affected: 281 Crane

Employee(s) involved (if appropriate):

Issue/Exception: Scanner will not scan or upload at times many times  
Have to Power off

Fix Software

**REPORT OF OBSERVATION**

Did You Notify Supervisor? ☒ Yes ☐ No

Name of Supervisor Notified: Chad Carson Date Supervisor Notified: 2/1/19

**NATURE OF OBSERVATION**

Safety ☒ Efficiency ☐ Quality ☐ Environmental ☐ Time of Observation: 9:12 am

Work Station/Area Affected: Shipping / Box 2

Employee(s) involved (if appropriate):

Issue/Exception: Western bay door doesn't work. Motor is humming. Needs repair to close for run & open to cool the area. The Flange air helps spread bag.

Good input  
Great suggestion

work order 1457

**REPORT OF OBSERVATION**

Did You Notify Supervisor? ☒ Yes ☐ No

Date Supervisor Notified: 2/12/19

(Remember to notify supervisor whenever appropriate)

Name of Supervisor Notified: St. Park

**REMARKS** — For Management Response Purposes Only

Manager(s) Addressing Observation: [Signature]

Manager(s) Addressing Observation: [Signature]

Manager(s) Addressing Observation: [Signature]

Employee Signature: [Signature] Date: 2/1/19

**Observation Form**

TO: MGT MANAGEMENT

Reporting Employee: Tim Sorenson Date: 2-1-19

**NATURE OF OBSERVATION**

Safety ☐ Efficiency ☐ Quality ☐ Environmental ☐ Time of Observation: 11:11 am

Work Station/Area Affected: Box 281

Employee(s) involved (if appropriate):

Issue/Exception: Crane operator  
tools on sprander B  
Back and fourth

**REPORT OF OBSERVATION**

Did You Notify Supervisor? ☒ Yes ☐ No

Date Supervisor Notified: 2-1-19

(Remember to notify supervisor whenever appropriate)

Name of Supervisor Notified: [Signature]

**REMARKS** — For Management Response Purposes Only

Manager(s) Addressing Observation: [Signature]

Manager(s) Addressing Observation: [Signature]

Manager(s) Addressing Observation: [Signature]

Employee Signature: [Signature] Date: 2/1/19

**Observation Form**

TO: MGT MANAGEMENT

Reporting Employee: [Signature] Date: 2-1-19

**NATURE OF OBSERVATION**

Safety ☐ Efficiency ☐ Quality ☐ Environmental ☐ Time of Observation: 3:00 PM

Work Station/Area Affected:

Employee(s) involved (if appropriate):

Issue/Exception: Crane operator  
tools on sprander B  
Back and fourth

**REPORT OF OBSERVATION**

Did You Notify Supervisor? ☒ Yes ☐ No

Date Supervisor Notified: 2-1-19

(Remember to notify supervisor whenever appropriate)

Name of Supervisor Notified:

**REMARKS** — For Management Response Purposes Only

Manager(s) Addressing Observation: [Signature]

Manager(s) Addressing Observation: [Signature]

Manager(s) Addressing Observation: [Signature]

Employee Signature: [Signature] Date: 2/1/19

**Observation Form**

TO: MGT MANAGEMENT

Reporting Employee: Wesley Lindeman Date: 2-1-19

**NATURE OF OBSERVATION**

Safety ☐ Efficiency ☐ Quality ☐ Environmental ☐ Time of Observation: 3:00 PM

Work Station/Area Affected: 116 Beach

Employee(s) involved (if appropriate):

Issue/Exception: Power house keeping resulted in the  
walkway by 116 Beach becoming a slipping  
hazard swept up the walkway.

OK  
Heard  
Great Action!

**REPORT OF OBSERVATION**

Did You Notify Supervisor? ☒ Yes ☐ No

Date Supervisor Notified: 2-1-19

(Remember to notify supervisor whenever appropriate)

Name of Supervisor Notified:

**REMARKS** — For Management Response Purposes Only

Manager(s) Addressing Observation: [Signature]

Manager(s) Addressing Observation: [Signature]

Manager(s) Addressing Observation: [Signature]

Employee Signature: [Signature] Date: 2-1-19

**Observation Form**

TO: MGT MANAGEMENT

Reporting Employee: J. SHEPHERD Date: 2-1-19

**NATURE OF OBSERVATION**

Safety ☐ Efficiency ☐ Quality ☐ Environmental ☐ Time of Observation: 3:00 PM

Work Station/Area Affected: 970 PONTON

Employee(s) involved (if appropriate):

Issue/Exception: AC PLACED A CHAIN THAT HAD A  
BAD LOOP AND SOME LINES THAT WERE  
OUT OF ANGLE.

Good Job  
John  
RT

**REPORT OF OBSERVATION**

Did You Notify Supervisor? ☒ Yes ☐ No

Date Supervisor Notified: 2-1-19

(Remember to notify supervisor whenever appropriate)

Name of Supervisor Notified:

**REMARKS** — For Management Response Purposes Only

Manager(s) Addressing Observation: [Signature]

Manager(s) Addressing Observation: [Signature]

Manager(s) Addressing Observation: [Signature]

Employee Signature: [Signature] Date: 2-1-19

**Observation Form**

TO: MGT MANAGEMENT

Reporting Employee: [Signature] Date: 2-1-19

**NATURE OF OBSERVATION**

Safety ☐ Efficiency ☐ Quality ☐ Environmental ☐ Time of Observation: 3:00 PM

Work Station/Area Affected:

Employee(s) involved (if appropriate):

Issue/Exception: Good Job  
John  
RT

Complete

**REPORT OF OBSERVATION**

Did You Notify Supervisor? ☒ Yes ☐ No

Date Supervisor Notified: 2-1-19

(Remember to notify supervisor whenever appropriate)

Name of Supervisor Notified:

**REMARKS** — For Management Response Purposes Only

Manager(s) Addressing Observation: [Signature]

Manager(s) Addressing Observation: [Signature]

Manager(s) Addressing Observation: [Signature]

Employee Signature: [Signature] Date: 2-1-19



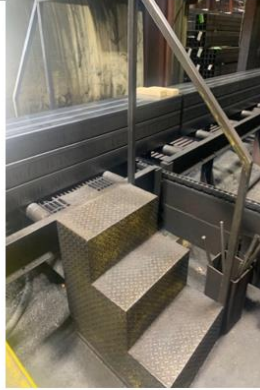
**BEFORE**



**AFTER**



**BEFORE**



Missing guardrail and stairs  
made of diamond plate

**AFTER**



Handrail added and diamond plate  
stairs replaced with treaded stairs

**BEFORE**



Dirty, missing labels

**AFTER**



Cleaned with new labels

**BEFORE**



Dirty gauges

**AFTER**



Cleaned gauges

**BEFORE**



Dirty gauges

**AFTER**



Cleaned gauges



**BEFORE**



Safety signs not legible

**AFTER**



Legible safety signs

**BEFORE**



Untidy control panel

**AFTER**



Tidy control panel

**BEFORE**



Steam Pipe that is leaking

**AFTER**



Leak has been fixed

KUDOS TO Tim Petrowski



Hose is a tripping hazard



Hose reel installed

**BEFORE**



Dirty controls with broken button

**AFTER**



Cleaned with button replaced









# A TO Z REVIEW

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# THANK YOU FOR YOUR ATTENTION

CONTACT:

**ndanaflavor@gmail.com**

Cell: **586-243-9429**

**SUBSCRIBE TO MY LINKEDIN  
NEWSLETTER FOR MORE  
SAFETY TIPS & TRICKS**



NEWSLETTER

## Tools 4 Safety Titans

Proven, Effective and Cost Effective Tools, Techniques, Tactics,  
Routines for OHS Practitioners.

# **Solution # 9**

## **Near-miss Weekly Reviews**

## Agenda:

- 1- previous week's accomplishments are discussed
2. Near-miss that were turned in are reviewed
3. priorities are established, owners assigned and deadlines set.

# **Solution # 10**

## **Periodic Plantwide meetings**

## Agenda:

- 1- These meetings are about showing progress.
2. Celebrating our achievements, maintaining our momentum and galvanize
3. Venue for public recognition



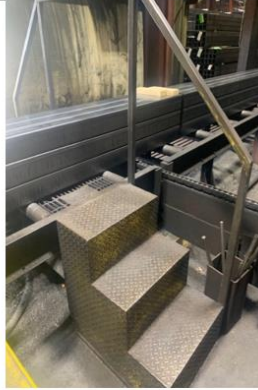
**BEFORE**



**AFTER**



**BEFORE**



Missing guardrail and stairs  
made of diamond plate

**AFTER**



Handrail added and diamond plate  
stairs replaced with treaded stairs

**BEFORE**



Dirty, missing labels

**AFTER**



Cleaned with new labels

**BEFORE**



Dirty gauges

**AFTER**



Cleaned gauges

**BEFORE**



Dirty gauges

**AFTER**



Cleaned gauges

**BEFORE**



Safety signs not legible

**AFTER**



Legible safety signs

**BEFORE**



Untidy control panel

**AFTER**



Tidy control panel

**BEFORE**



Steam Pipe that is leaking

**AFTER**



Leak has been fixed

KUDOS TO Tim Petrowski



Hose is a tripping hazard



Hose reel installed

**BEFORE**



Dirty controls with broken button

**AFTER**



Cleaned with button replaced





# **Solution # 11**

**Daily Micro recognitions,  
Daily Micro acknowledgement,  
Daily Micro celebrations**

# **Solution # 12**

## **Special Recognition & Reward**

# Special Recognition Awards



To employees who reported:

- 1) Most "Good Catches" / Tiny gains
- 2) Most unsafe behaviors / act
- 3) Best quality / impact " Good catches"
- 4) Best (quality/impact) unsafe act or behavior
- 5) Maintenance team member who fixed the most "Good catches"

# Conclusion

**THANK YOU FOR YOUR ATTENTION**

**Q&A**

**CONTACT: [ndanaflavor@gmail.com](mailto:ndanaflavor@gmail.com)**

**586-243-9429**