Healthy Workplaces Summit 2013
‘Working together for risk prevention’

STEP BY STEP SAFETY APPROACH

TOFAŞ
Reaching Zero Accident Approach

Injuries

Management

Self

Team

Dependent
‘Zero is Unrealistic’

Independent
‘Zero by Chance’

Interdependent
‘Zero by Choice’

- Mandatory Compliance
- Safety Training
- Site and Unit Focus on Rules and Procedures
- Management Driven Incident Investigations
- Risk Analysis
- Management Audit
- Safety Patrol
- Safety Meetings Run by Management
- Management Defined Goals and Reviews

- Safety Captain
- Employees Facilitate
- Safety Meetings
- Snapshot Patrolling
- Training on Best Practices
- Employees in Incident Investigations
- Behavior Based Safety Programs
- Forum Theatre
- Employees Complete Area Self-Inspections
- Reward and Recognition Programs
- EHS Component in All Goals and Reviews

- Teams Run Safety Meeting Process
- Teams Define Training Required
- Dojo Safety
- Dojo Ergonomics
- Teams Define and Complete Inspections
- Team Reward and Recognition Focus
- Teams Define EH&S Goals

Technical Controls & Applications / Audits

Culture

Time

INCIDENT RATE
Step by Step Safety Approach

**Approaches:**
- Management Initiated
  - Model Areas
  - AA Expansion Areas
  - A Expansion Areas
  - B-C Areas
- Self Initiated
  - Autonomous Safety Standards
  - Overall inspection of safety levels
  - Reevaluation if safety control
- Team initiated
  - STEP 7: Fully Implemented Safety Standards
  - Autonomous Safety Standards

**Steps:**
1. **STEP 1:** Analysis of Accidents
   - Countermeasures and Horizontal Expansion
   - Extension at similar areas
2. **STEP 2:** Setting Tentative Standards for Safety
   - Listing all safety problems
3. **STEP 3:** General Inspection for Safety
   - Predictive countermeasures against safety problems
4. **STEP 4:** Autonomous inspection
   - Train and grow people in such a way that they care for safety
5. **STEP 5:** Autonomy
6. **STEP 6:** Setting Tentative Standards for Safety
   - Overall inspection of safety levels
   - Reevaluation if safety control
7. **STEP 7:** Fully Implemented Safety Standards

**Areas:**
- Reactive
- Preventative
- Proactive
- Model Areas
- AA Expansion Areas
- A Expansion Areas
- B-C Areas

**European Agency for Safety and Health at Work:**
www.healthy-workplaces.eu
Safety Management Audit & Training (SMAT)

WHY WE NEEDED?

- Showing **commitment**
- People get **clear message**
- To spread **safety culture**
- Being **role model**
- **Follow up** to correct problems or change behaviour
- **Communication** of results to employees

FOR ALL MANAGEMENT LEVEL

"3 don’t activities" such as;
- Don’t **overlook** unsafe acts
- Don’t **compromise** on excuses
- Don’t **ignore** unsafe conditions

SMAT – REALIZED vs TARGET

UC IMPROVEMENT

UA IMPROVEMENT
Safety Patrol

**WHY WE NEEDED?**
- Management commitment
- Operators’ motivation
- Emphasizing "safety first and a value
- Showing that “we care your safety"
- UC observations & communication with operators

**METHOD**
- Once in two weeks at a random shopfloor
- 30 minutes duration
- All management team
- Workshop responsibles (related area leaders, safety specialist)

participated...

[Graph showing UC Improvement from 2012]
Together with Trade Union

Participation in
- weekly safety meeting
- Monthly safety committee
- Annual Safety Workshops

Participation in Safety Management Audit & Training (SMAT)

Near Miss, Accident Investigation

Accompanying to worker during hospital treatment

Participation in Safety Rewarding System
Safety Captain

**NEED:**
*Workers have more eyes*
*To improve their awareness*
*To detect unsafe acts and conditions*
*To spread safety culture*
*For being autonomous and involvement*
*To enjoy and not create enemies*

**METHOD**
- One operator in every lean team becomes safety captain for a week.
- Responsible of his working area.
- He doesn’t stop doing his own job.
- Detects unsafe conditions and make them record into the database by his leaders.
- **Warns everybody who act unsafe** and make recorded into the system.
- He does one SMAT audit for 15 minutes while his team leader working instead of him.
- Wears green hat & captain band during a week.

**Daily Meeting**
- He talks about his experiences;
  - How his friends react when he warn them.
  - His SMAT Audit, if there is UC, UA etc.
Snapshot Patrolling

NEED
Snapshot patrolling and exhibition of unsafe conditions, help making tangible improvement of the identified abnormality and horizontal expansion.

METHOD:
By all volunteered employees;
• Unsafe Conditions;
  • Photographed
  • Location and time included
  • Mailed to plant safety team
By Plant Safety Team;
• Reported to related department
• Followed up improvement and expansion

We also focused on removing the perception that “Safety, is only the Safety Officer’s responsibility”
Hazard Prediction

KIKEN YOCHI
(Hazard Prediction)

SELF INITIATED
ONE MAN

4 ROUNDS
TEAM INITIATED

NEED
Improving danger prediction skills of operators related with non-routine works

NON-ROUTINE WORKS
Including;
• Maintenance,
• Logistics,
operators.

NEED
- To ensure team initiated safety.
- To improve danger prediction & defining countermeasures skills
- Increases the motivation of workers to practice in teams
- To sharpen awareness of what causes dangers
- To improve problem solving capabilities by working on finding solutions

Including;
• Production,
• Other team members.

STEP 5
STEP 6

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Hazard Prediction – 4 Round

Strengthen risk prediction skills & team initiated safety.

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<thead>
<tr>
<th>HAZARD PREDICTION</th>
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<tr>
<td>ONE MAN</td>
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<td>Maintenance Logistic</td>
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<td>STEP 5</td>
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1st Round: Team members detected all dangers by brain storming

2nd Round: Highlighted important dangers. Agreed ones re-circled again..

3rd Round: Countermeasures decided by:
- What would you do, if you were?
- What is the problem & what to do?

4th Round: Defined team targets to eliminate the risk/danger
Lean Teams had accidents "hanged 3 months"

Lean Teams without accidents

We aimed to strengthen Team Initiated Concentration

SINCE MAY-2010
Safety Simulation Training Areas
RESULTS

2010 2011

- Fatal: 0
- Severe: 0
- Lost Time Accidents: 8
- Medical Treatment Cases: 5
- Near Misses: 16
- Unsafe Conditions: 133
- Unsafe Acts: 2372

2012

- 1: 0
- 2: 0
- 3: 0
- 4: 0
- 5: 0
- 6: 1
- 7: 0
- 8: 0
- 9: 1
- 10: 0
- 11: 1
- 12: 0

- 1: 0
- 2: 0
- 3: 0
- 4: 0
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- 11: 2
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- 5: 5
- 4: 5
- 3: 3
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- 197
- 518
THANK YOU
&
HAVE SAFE WORKING DAYS