

PROGRAMME FOR THE INVOLVEMENT OF ASSOCIATES IN RISK ASSESSMENT

1. Case metadata

▪ **Country of origin:**

Lithuania

▪ **Year of publication by agency:**

Normal text

▪ **Sector:**

10.92 Manufacture of prepared pet foods (NACE rev2.0)

▪ **Keywords:**

24361C	Good Practice
24401C	Case studies
19641D	Risk assessment
19681D	Safety audits
20641D	Worker participation
19961D	Safety culture
25041C	Innovations
13401D	Control measures

2. Organisations involved

UAB “Mars Lietuva”

3. Description of the case

3.1. Introduction

Mars Inc. is an international company with 151 factories, employing over 70,000 workers (associates) worldwide. Mars Lietuva produces pet-food in a plant operating 24 hours a day. In 2009 there were around one thousand associates working in 4 shifts.

The company found that risks at work were not noticed and their importance was not understood by workers. They did not take account of risks or they even might have ignored and concealed risks. Thus preventive measures were not effective and timely enough.

3.2. Aims

To tackle the problems discussed above the company management decided to involve those into the risk assessment process that meet the risks day by day – the workers. The enterprise aimed workers participation in risk assessment to enhance safety and health at work. On one hand the company wanted to raise safety awareness and disseminate occupational safety and health information across



the entire workforce, from machine operators to top managers. On the other hand the company introduced a risk reporting system located right at the workplaces. The company wanted to reach active participation of workers in the entire risk assessment process, from risk identification to risk elimination or risk reduction.

3.3. *What was done, and how?*

The three basic elements of the action were: (i) dissemination of occupational safety and health information, (ii) introduction of a risk reporting system, (iii) regular on-site safety audits with a backing information handling software.

Company awareness was raised by introduction of safety and health at work issues in the trainings at all levels. Management inserted a health and safety module into the regular annual qualification programmes of workers. Managers of different departments also participated in risk assessment courses. These training comprised practical tasks besides the theoretical information. This way both managers and workers became aware of the importance of safety and health at work. They learned the basics of health and safety approach towards work processes and their eyes became open to issues concerning these questions. These training modules served as basis of the actions to identify risks, see below.

Any worker could fill a “Possible Dangerous Event” form (PDE) any time (picture 1). The forms were to be placed into the designated letterboxes at the workplaces. Letterboxes were emptied daily by the Safety, Environment & Security department. Simple use was targeted at the design of the form. In the first large space of the PDE form the person described the risk (what & why), while the other part of the form was dedicated for a brief proposal of how the person thought the risk could be eliminated or reduced. Thus the identification of risks could be done by those that are most exposed and know the risks and work processes the best: the workers at site. They also might have the best ideas on the elimination of the risk. However the proposal did not need to be too elaborated. The detailed discussion of the case started at the safety audits, and safety technicians were also involved in the definite solution.

Picture 1. Possible dangerous event form

Source: Mars Lietuva, 2009

UAB Mars Lietuva

GALIMAS PAVOJINGAS ĮVYKIS (GPI) 

Pavojinga situacija, kuri kelia pavojų darbuotojų saugai ir sveikatai ar gali baigtis nelaimingu atsitikimu.

Vardas, pavardė Pamaina/ skyrius Data

Rizikos aprašymas
Nurodykite tikslią vietą įmonėje, kurioje pastebėjote riziką:

Aprašykite, kas ir kodėl gali įvykti:



Jūsų pasiūlymai, ką reikėtų keisti/ tvarkyti/ perorganizuoti ?



Risks identified this way were compiled and investigated more thoroughly during the regular two-weekly on site risk assessment audits where the concerned PDE authors were present as well. Workers were motivated to participate by gifts and letters of commendation. Quantity of completed PDE forms per month (for the whole site) was linked with a part of salary bonus to stimulate alertness and development of proposals

The company introduced regular, bi-weekly health and safety at work audits. Audit participants were from the Health and Safety at Work and the Environmental Protection Departments, together with managers concerned and workers' representatives from the Health and Safety Committee. During the visit they inspected the workplace and workflows, and noted discrepancies and initiated planning of preventive measures. Responsible persons were designated and the deadlines were set during the audit. Discrepancies found during the safety audits were recorded and discussed between the auditors in the last phase of the audit with proposals developed, responsible people and deadlines assigned. Decisions were recorded into the database and announced. If needed, an additional investigation was made.

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The entire risk management process, including photographs was stored and controlled in a computer system. Hereby the state of the affaire and completion rate of the tasks could be followed closely. All kind of information on the risk assessment processes were displayed on the company message board (picture 2). Thus every employee could know how many “Possible Dangerous Event” forms were filled-in and how many discrepancies were identified and resolved.

Picture 2. Company message board



Source: Mars Lietuva, 2009

In 2009, over 100 working hours per year were spent on periodic audits of health and safety at work. The company had two specialists in charge of health and safety at work, coordinating risk assessments, and also employed 2-3 health specialists.

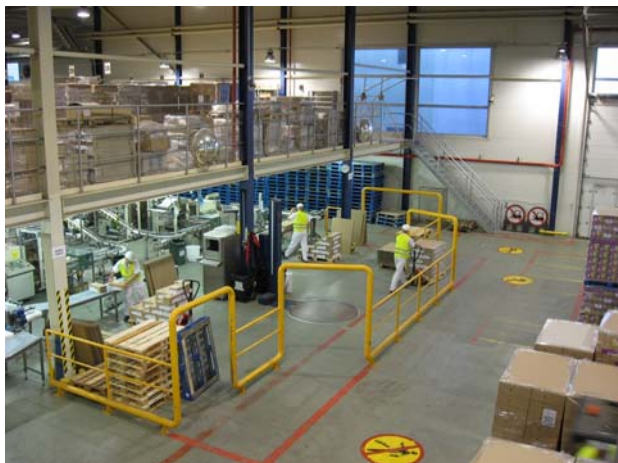
There were many improvements in the work environment, some examples:

- Segregation of the traffic of fork-lift trucks: elimination of accidents to production workers (picture 3);
- Reduced the number of crossroads of fork-lift trucks: less traffic hazard;
- Guarding improvement: isolation of dangerous machine parts;

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- Dock leveller and wheel-lock systems: enabling safe docking of transport trucks;
- Slip resistant stairs: diminished accident risk;
- Improvement storage and handling of chemicals.

Picture 3. Segregation of fork-lift truck traffic



Source: Mars Lietuva, 2009

Eliminating minor discrepancies identified during the audits cost around LTL 100.000 (around EUR 29.000). Funds to implement structural changes and modernise equipment were allocated from another programme.

3.4. *What was achieved?*

- Increased activity of workers: over 300 “Possible Dangerous Event” forms submitted. Employees became proactive and involved.
- In the last two years there were 130 workplace improvements based on the PDE form reports.
- Over 2 000 discrepancies were eliminated, as results of the periodic safety inspections.
- There was no lost time incident since the introduction of the system.
- The reputation of the employer rose because workers felt the commitment of the company towards their safety.

3.5. *Success factors*

Workers participation backed by management commitment to improvement of safety and health at work. The system is simple, easy to understand and open. Workers motivation was enhanced by positive measures that helped acceptance and participation.

3.6. *Further information*

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3.7. *Transferability*

The system is clear and easy to adapt. The main message is company commitment to involve workers into safety and health issues. The PDE form and the regular safety checks can be adapted to the needs of any company.

4. References, resources:

Information provided by the company in the framework of the Good Practice Award Competition 2008/2009.