

BACKGROUND

A major player in automotive parts and distribution wanted to find ways to cut operating costs while keeping productivity and quality at an all-time high. With over 12,000 employees in the Interior Systems division, they realized that by focusing on safety performance they could take steps toward achieving their goal. Their challenge was to find a cost-effective solution that could be managed with minimal administration, present simplified company goals, and provide motivation for their employee to achieve the goals.

KEY OBJECTIVES

Create a consistent and measurable program that could be easily implemented and managed at their 26 locations.

Simplify company goals for their employees.

Create a motivating, engaging program that would drive employee performance and recognize employees who work hard to achieve the company's objectives.

PROGRAM DESIGN

The 4 key ingredients of communication, training, measures and analysis, and rewards were part of the program. Communication included posters, announcement banners, tent cards, quarterly promotional materials, newsletters, and location performance standings. A "train-the-trainer" Manager Guide was developed that included program details, a video, and helpful information regarding various safety topics and skills. Measures were put in place that employees could easily understand, and a two-tier reward system was implemented. Technology was a key ingredient in the total system.

RESULTS

Over the first year of implementation, the program contributed to the organization's cost reduction cost by approximately \$86 million.

The first year of the program implementation recorded 10 plants that had perfect safety ratings; the previous year only had two locations with perfect ratings.

Four years into the program, the company's frequency rates had dropped 33% compared to 2002.

The severity rates dropped 61% compared to 2002. The total number of recordable accident cases fell 64% compared to 2002 results.

The total number of days missed due to incident dropped 78% since the start of the program in 2003.