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CONFERENCE CANADA
WINNIPEG | JUNE 6-9, 2022



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SAFETY PERFORMANCE IMPROVEMENT THROUGH CULTURE CHANGE

MARC DUPLESSIS

Sr Manager – Human Resources

Toyota Motor Manufacturing Canada



OVERVIEW

Beginning

- Where we were
- How we started

First Improvement

- Examples of early culture change activities

Mid-Term Review

- Tracking Progress
- Re-evaluating Strategy

Continued Improvement

- More examples of simple programs

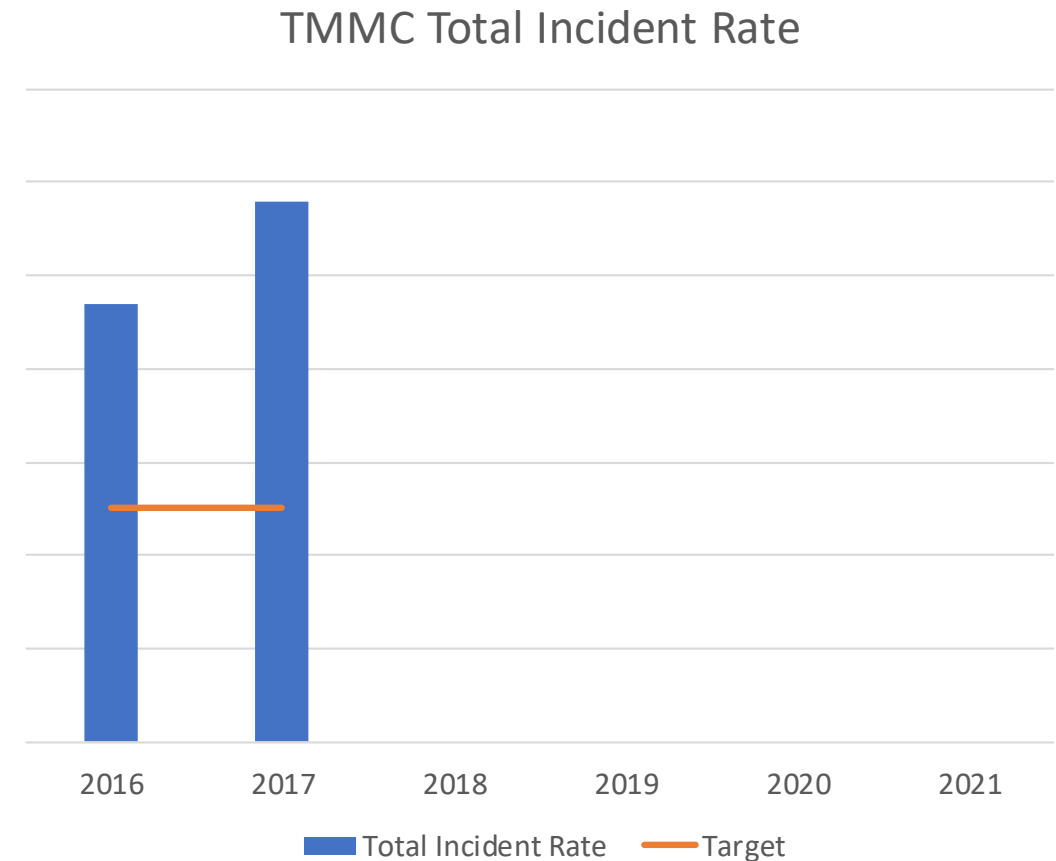
Future

- Next Steps for TMMC

THE BEGINNING

TMMC SAFETY PERFORMANCE

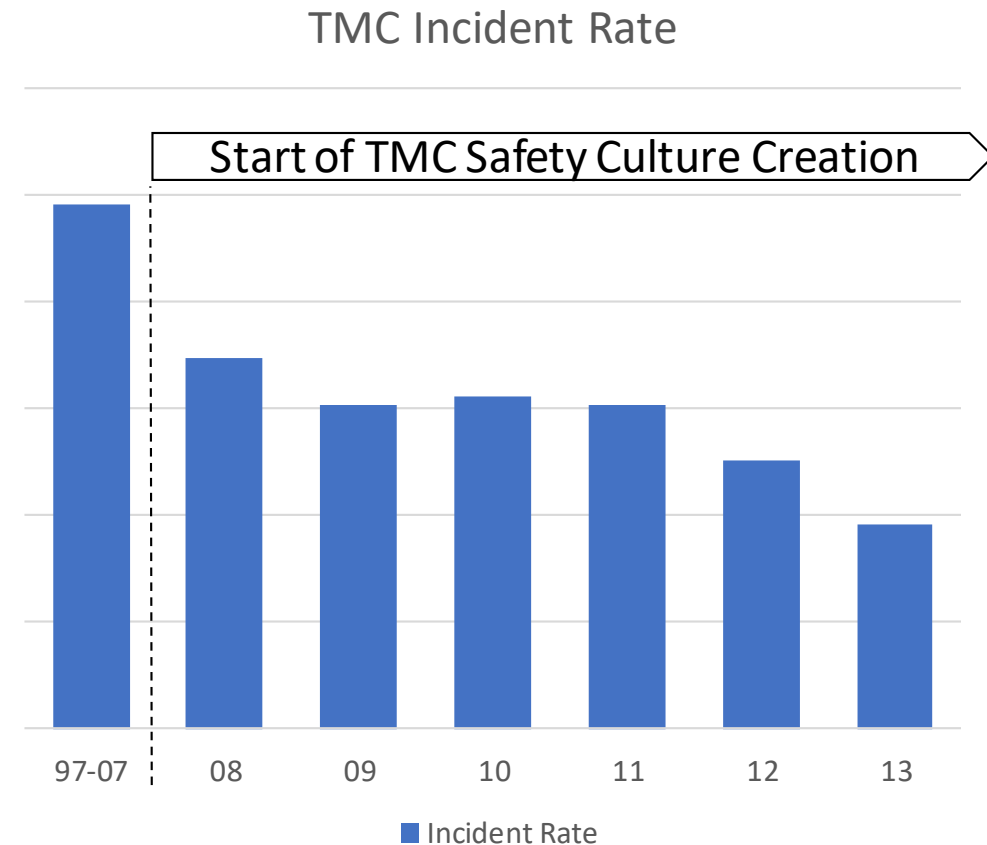
- In 2017, TMMC had been trending upwards on Total Injury Rate
- More than double target
- Something new was required to change this trend



BENCHMARKING

TMC SAFETY PERFORMANCE

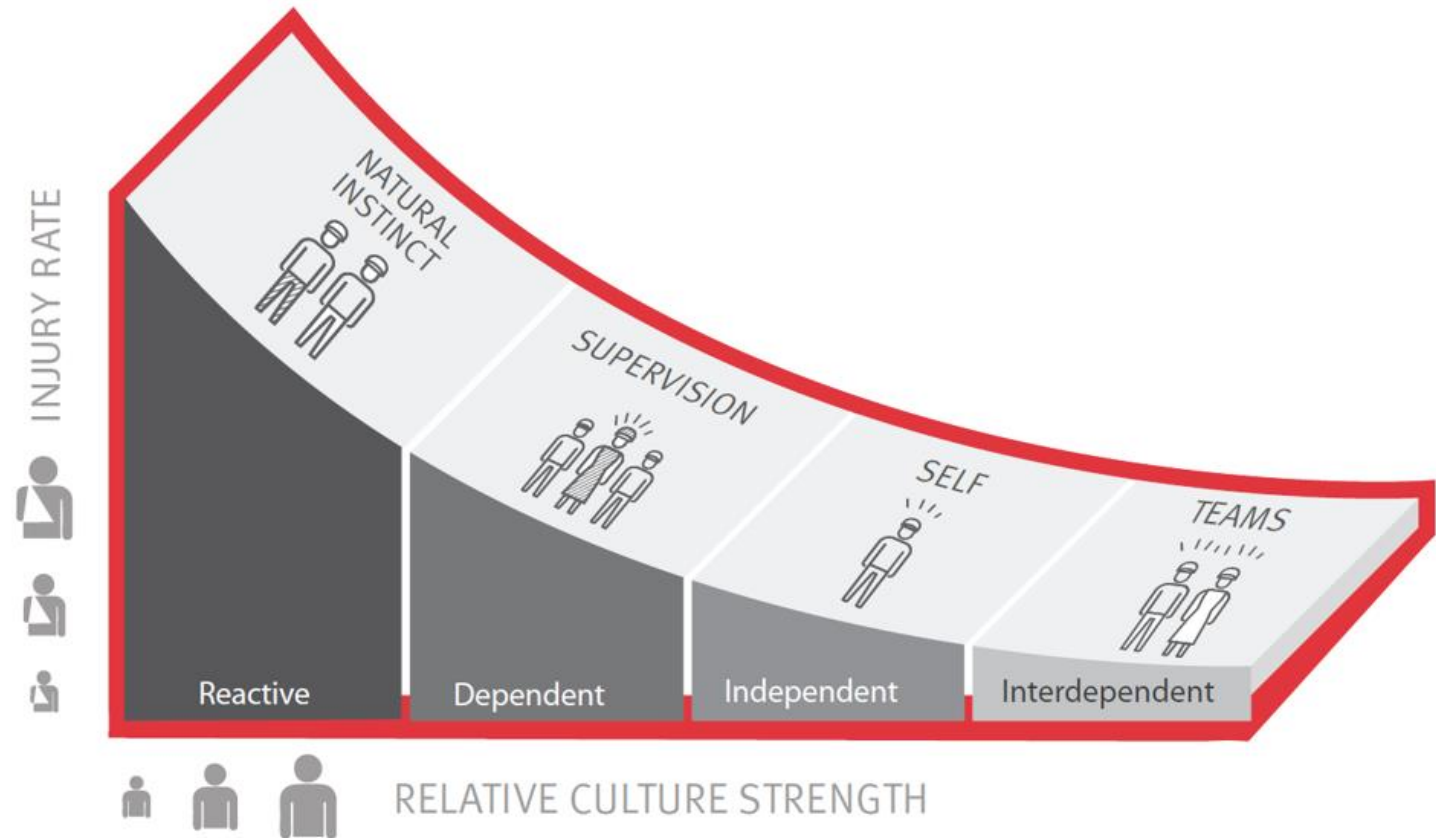
- Toyota Motor Corporation (TMC) had a similar problem in 2007.
- Focused on improving “Safety Culture”.
- Achieved steady improvements in injury rate.
- DuPont helped guide them on this activity.



PREPARING TO CHANGE CULTURE

Steps we followed to get started

- Measured current condition.
- Understood what improvement look like.
- Made multi-year plan.
- Gained consensus
- Culture does not change overnight!



video

KEY THEMES TO GET STARTED

- Demonstrate Safety as top priority.
- Strong top management support.
- Present vision of “Zero Injuries”
- Clarify and enforce safety rules.
- Engage all Team Members

SAFETY PERFORMANCE IMPROVEMENT THROUGH CULTURE CHANGE

GEORGE WILSON

Sr Manager – Welding



Toyota Motor Manufacturing Canada



MAKE SAFETY A PRIORITY

SAFETY CONCENTRATION TIME

- 1 hour per day.
- All levels of management expected to participate
- No other meetings allowed

7 AM	MAKE TIME FOR SAFETY 
8 AM	
9 AM	
10 AM	
11 AM	
12 PM	Safety Concentration Time On the floor Marc Duplessis (TMMC) 
1 PM	
2 PM	
3 PM	

HAVE A PLAN

GET EVERYBODY ON THE SAME PAGE

- Designate the days activity
- Things you should be doing anyway
- Clarify expectations



BE VISIBLE

MAKE SAFETY A PRIORITY

- Management wears green bump caps
- Only during Safety Concentration Time
- Makes everybody aware of what they are doing
- Engage Team Members through Mendomi



MEANINGFUL ACTIVITIES

MAKING TIME FOR EXPECTED ACTIVITIES

- Supervisors often feel overwhelmed
- May not prioritize safety activities
- Provides dedicated time
- Makes clear Sr Management Expectations

SAFETY CONCENTRATION TIME			
	DAY	THEME	ACTIVITY
Monday	MANDATORY MONDAY'S	WORKPLACE COMPLIANCE	<ul style="list-style-type: none"> • WORKPLACE INSPECTIONS • ACCIDENT INVESTIGATIONS • LOCK OUT AUDITS
Tuesday	2 "S" TUESDAY'S	<ul style="list-style-type: none"> • SORT • SET IN ORDER 	<ul style="list-style-type: none"> • 2S AUDIT SHEET • GL / TL MENDOMI • FINDINGS / RESULTS
Wednesday	WHAT DID WE LEARN WEDNESDAY'S	REMEMBER PAST INCIDENTS	<ul style="list-style-type: none"> • INCIDENT GO & SEE • CONFIRM PAST INCIDENT CM'S • 5S AUDIT
Thursday	TEAM MEMBER ENGAGEMENT THURSDAY'S	MENDOMI	<ul style="list-style-type: none"> • 3MR • 4RKY • BEHAVIOUR AUDIT
Friday	FOLLOW UP FRIDAY'S	WEEKLY FOLLOW-UP	<ul style="list-style-type: none"> • OPEN COMPLIANCE ITEMS • TAKE ACTION FINDINGS • NEW WELLNESS CONCERNS

SHARE FINDINGS

EVERYBODY LEARNS

- Gather at end of time
- Everybody shares what they saw
- Allows Management to “Yokoten” good solutions



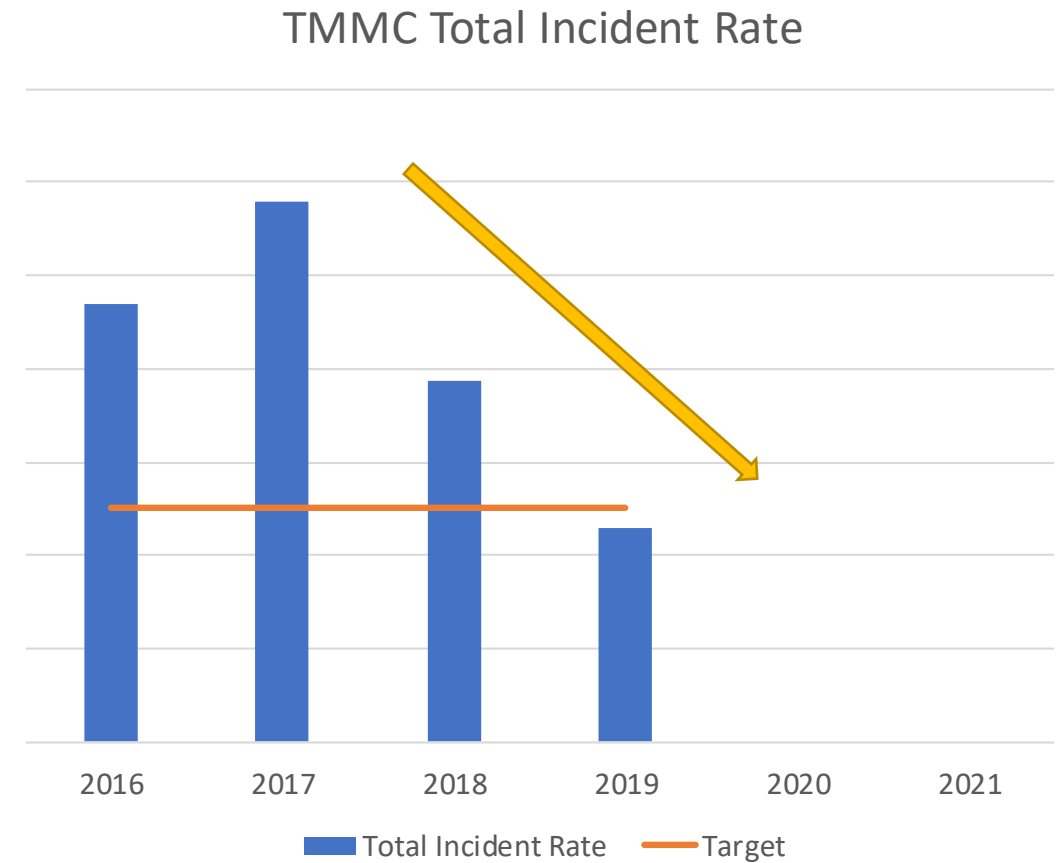
CHECKING YOUR PROGRESS



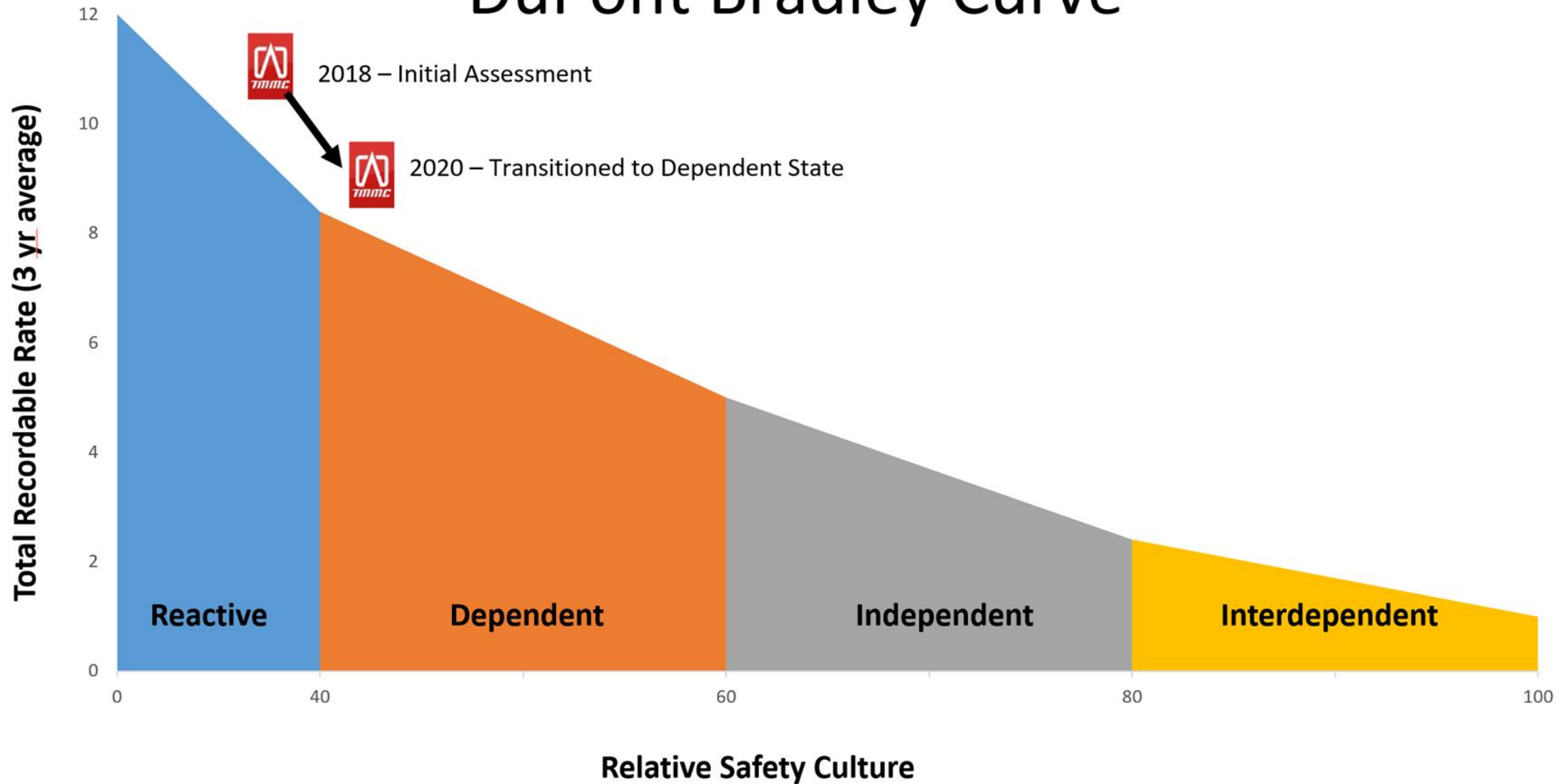
THE BEGINNING

TMMC SAFETY PERFORMANCE

- By 2020, significant performance improvement
- Achieved target for first time in several years
- Indicators were good
- But what about the culture?

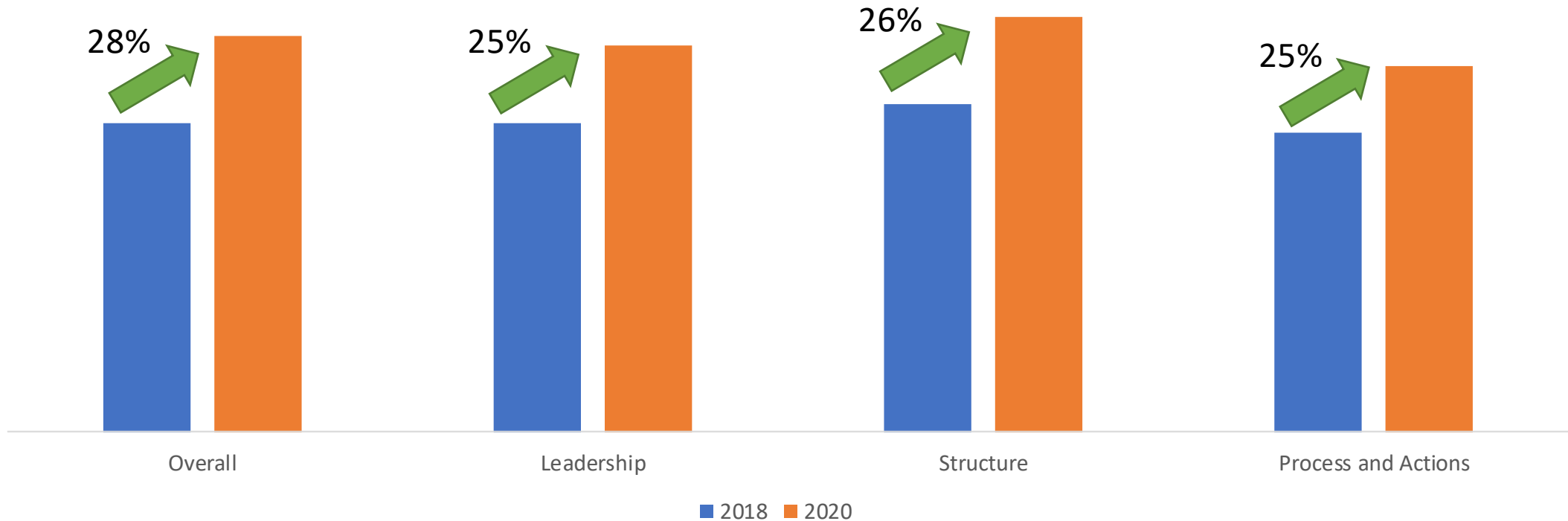


DuPont Bradley Curve



IMPROVEMENT IN ALL DIMENSIONS!

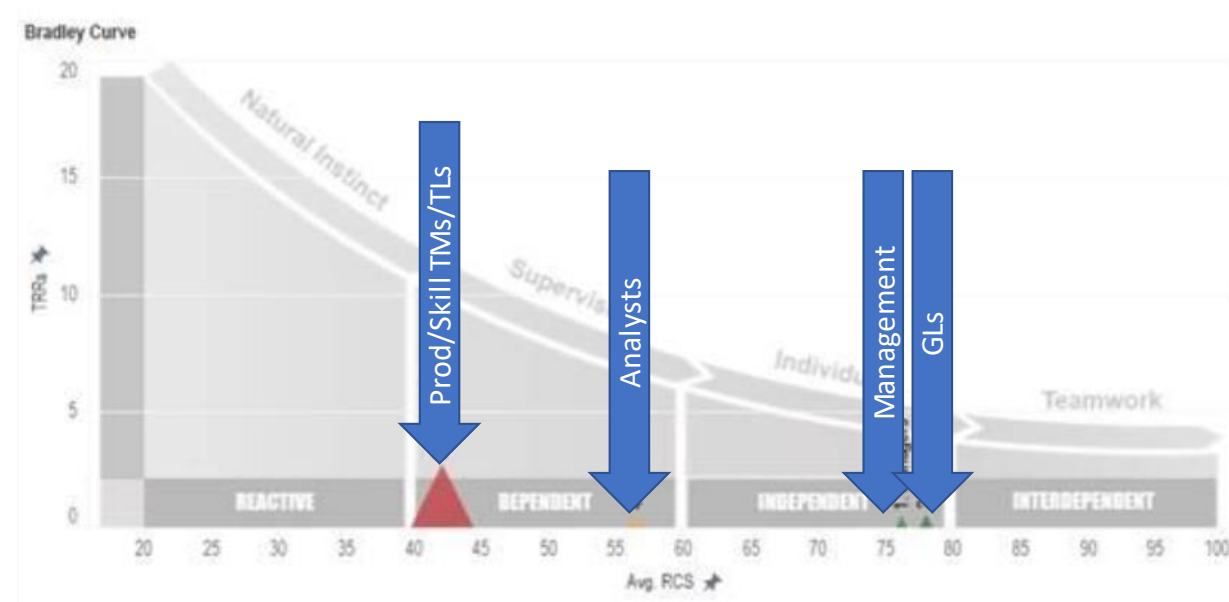
DuPont Survey Results



GOING DEEPER: TARGETTED ACTIVITY

Not all groups were at the same point

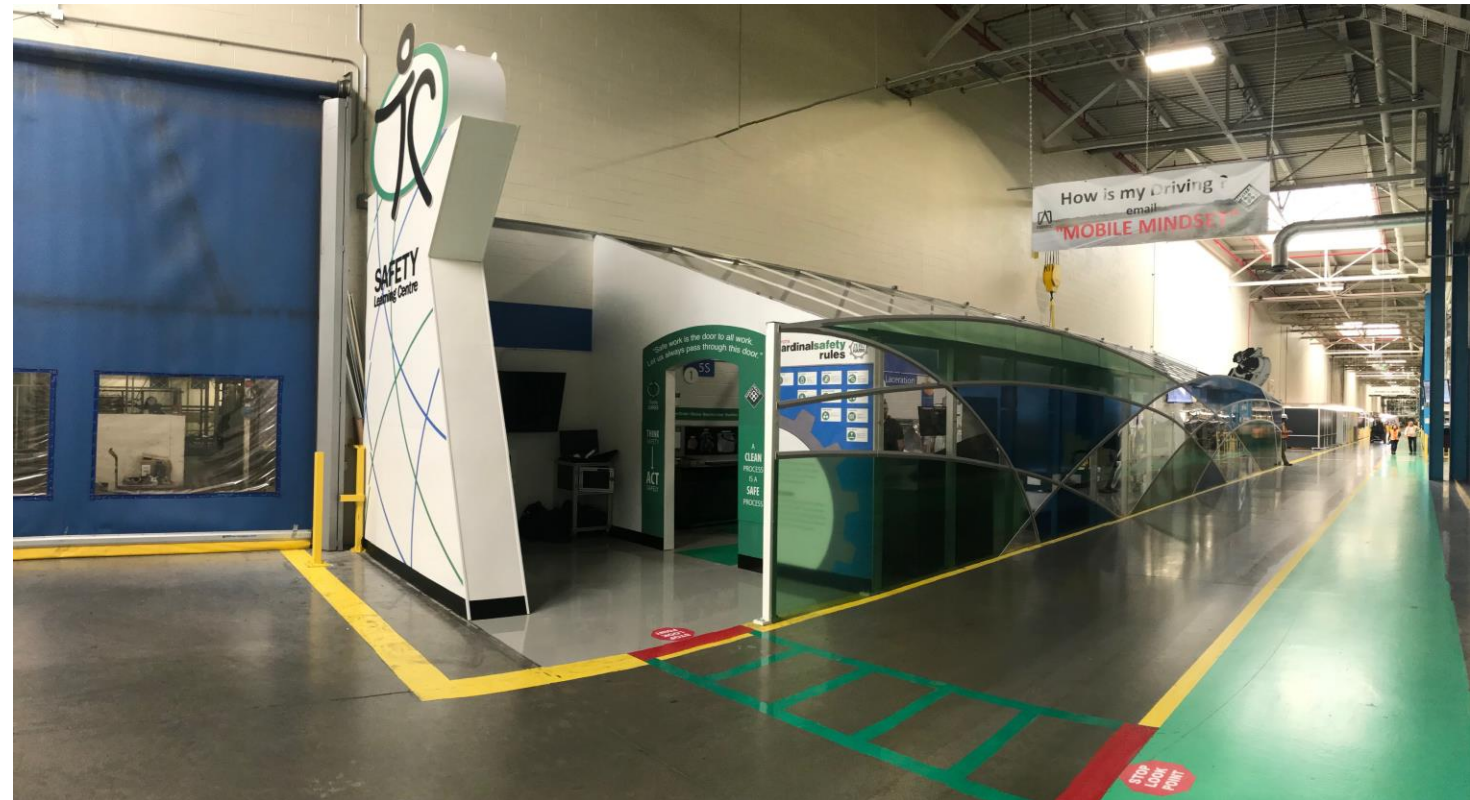
- Management tended to be further than hourly workers.
- Data showed a gap in strategy.
- Focus on Team Members.



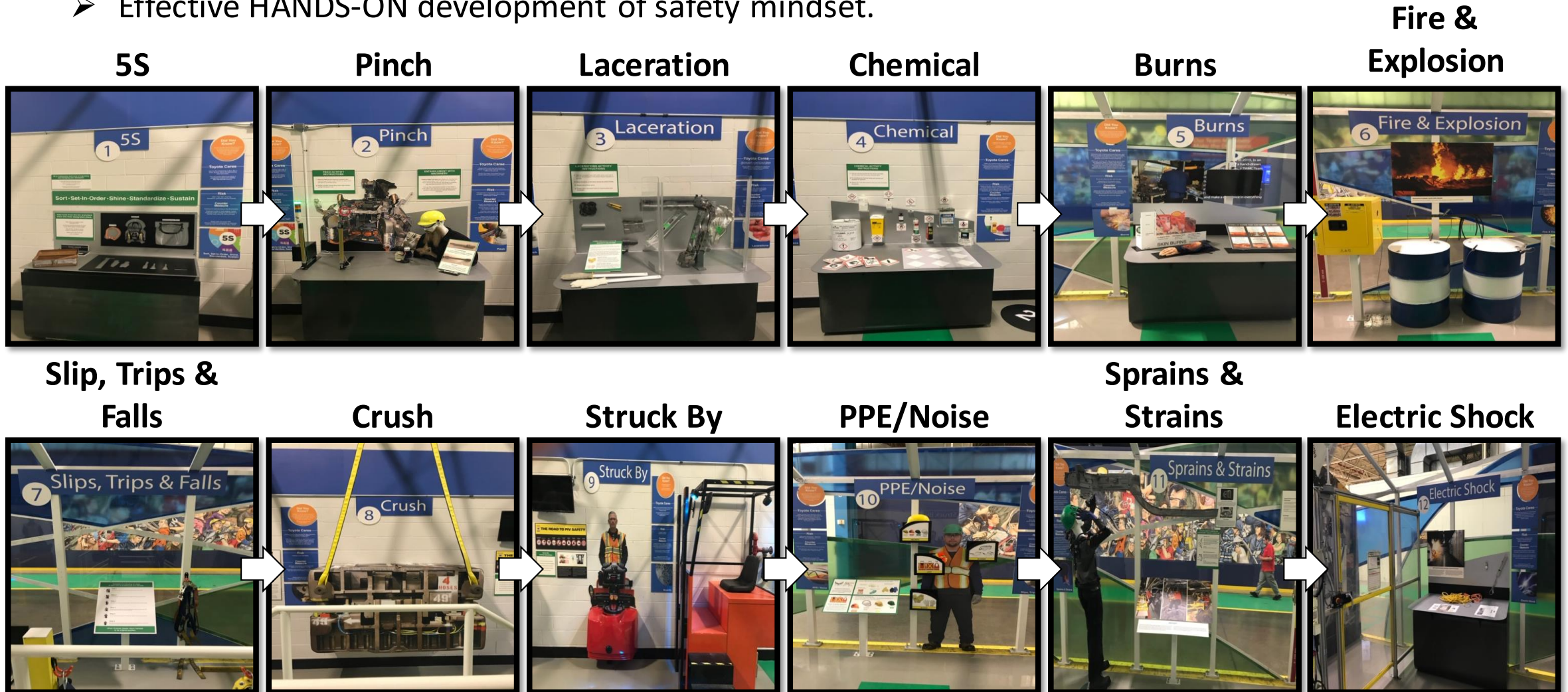
SAFETY LEARNING CENTRE

Purpose:

- Make TMs better understand some of the common risks here
- What can happen
- What we do to eliminate/mitigate the risk
- Every TM participated in 1 hour session
- First thing seen entering plant



➤ Effective HANDS-ON development of safety mindset.



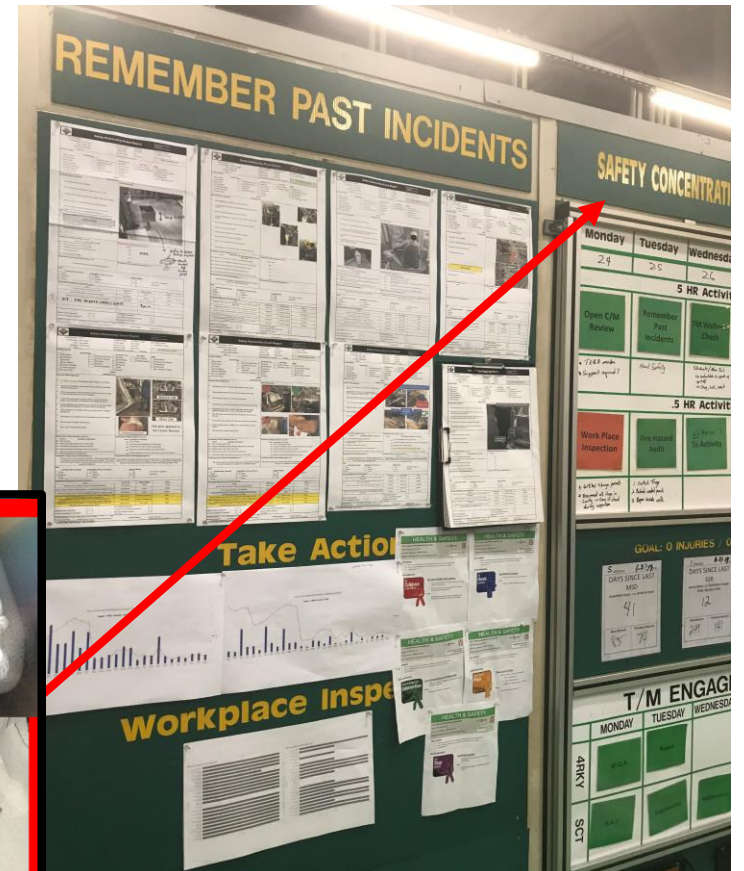
Remember Past Incidents

[Plant Level]

[Shop Level]

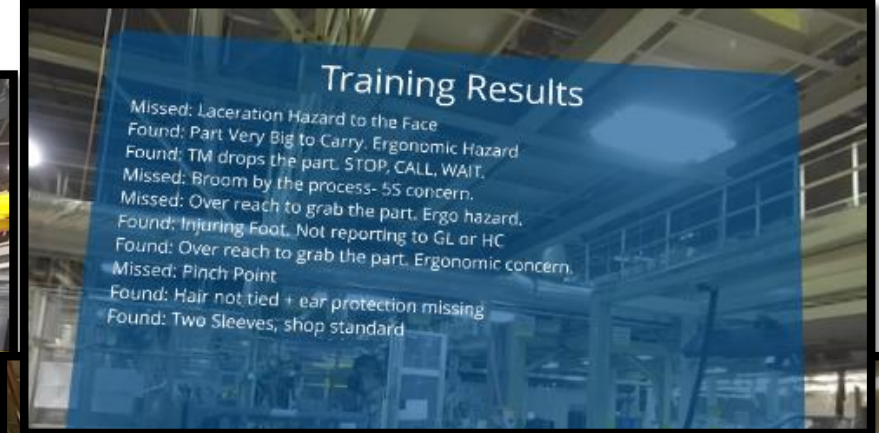


Key Point:
Make it REAL!



Spot the Hazard VR (Virtual Reality)

- Flexible/Virtual environment to train TMs to recognize hazards.
- Improve Safety “Critical Eye”.



Select Module



ENGAGING TEAM MEMBERS



SAFETY CONCENTRATION TIME ACTIVITIES

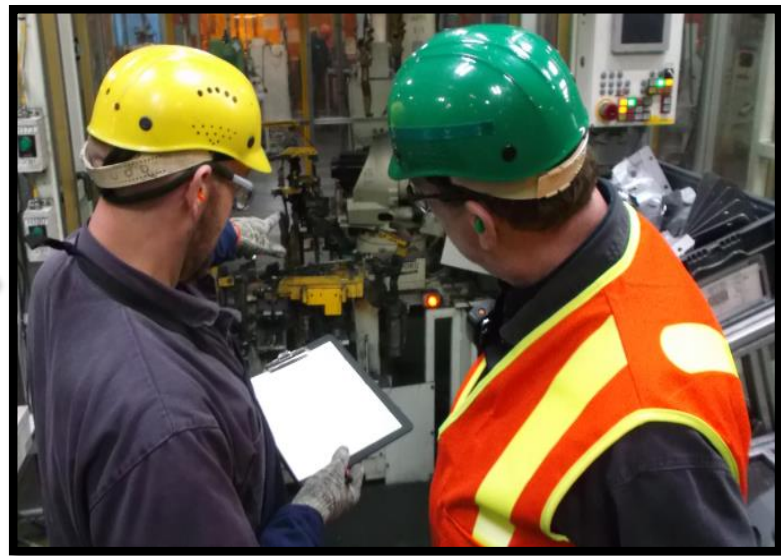
SAFETY CONCENTRATION SCHEDULE

Monday	Tuesday	Wednesday	Thursday	Friday
5 HR Activities				
Take Action Review	Work Place Inspection	TM Hazard Checks	SRP	Ledger Audit PPE Au
5 HR Activities				
Finalize Observation SEP Observation	Open CAH Review	Remember Post Incidents	2 - Fall Safety	3MR Observation
GOAL: 0 INJURIES / 0 ACCIDENTS				
83	141	115	129	
ENGAGEMENT				
4RKY				
SCT				

3MR (Callout pointing to 3MR Observation)

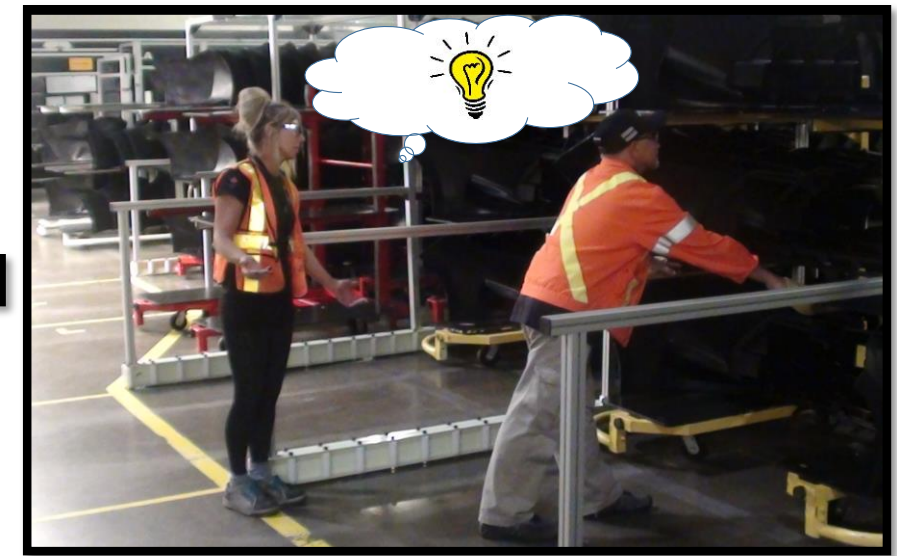
4RKY (Callout pointing to 4RKY)

4RKY

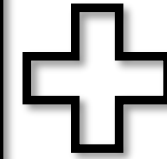


Increase TM Risk Awareness & Sensitivity

3MR



Strengthen GL Understanding of Process Challenges



4RKY (4 Round Kiken Yochi)

➤ Team Member Risk Awareness & Sensitivity Training

What does Kiken Yochi Mean?

- Kiken translates to **Danger**
- Yochi translates to **Prediction**

How to conduct 4RKY:
- TM offline based on training schedule



- The trainer will train the TM from the scheduled area for that day.
- Training should start 1/2

Step 1:
[Coordinate TM time offline]

How to conduct 4RKY:
- TSMS Trainer explains 4RKY to TM



- Educate TM to 4RKY reduce

Step 2:
[What is 4RKY Training]

How to conduct 4RKY:
- Go to Process and Training

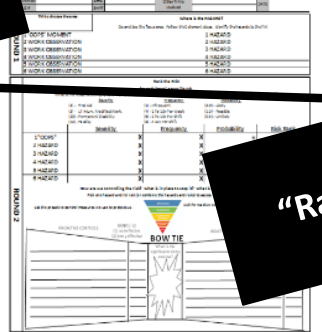


Let's go to that process"

- They need to speak with the TM currently on the process and let them know they are doing a 4RKY on that process.
- They will need to ask the TM if they have had an 'oops' moment themselves.
- Focus on the process and the

Step 3: Question to TM:
[Have you had an Oops Moment?]


How to conduct 4RKY:
- TM &2 using 4RKY form



Round 1:
"Where is the Hazard?"

- Round 1 and 2 will be completed by the TM.
- TM identifies hazards, risks, and controls based on experience and judgement with guidance of the TSMS trainer.

How to conduct 4RKY:
- TM shares their Round 3 concerns & CMs with GL



Round 2:
"Rank & Assess the Risk"

Round 3:
"This is What I'll Do"

... and the GL go over the concerns and possible countermeasures.


How to conduct 4RKY:
- TM enters CM into online Take Action database




- ... should enter in the concern and countermeasure for the 4RKY into the take action database in order to ensure completion.
- The TM and GL discuss the necessary steps to close out the concerns.
- The TM will be responsible for the countermeasure. The GL will facilitate support for the TM to close out their concerns.
- TM makes Safety Commitment for their new knowledge.

Round 4:
"Safety Commitment"

4RKY TM Feedback



Gives TM a chance to review & fix concerns



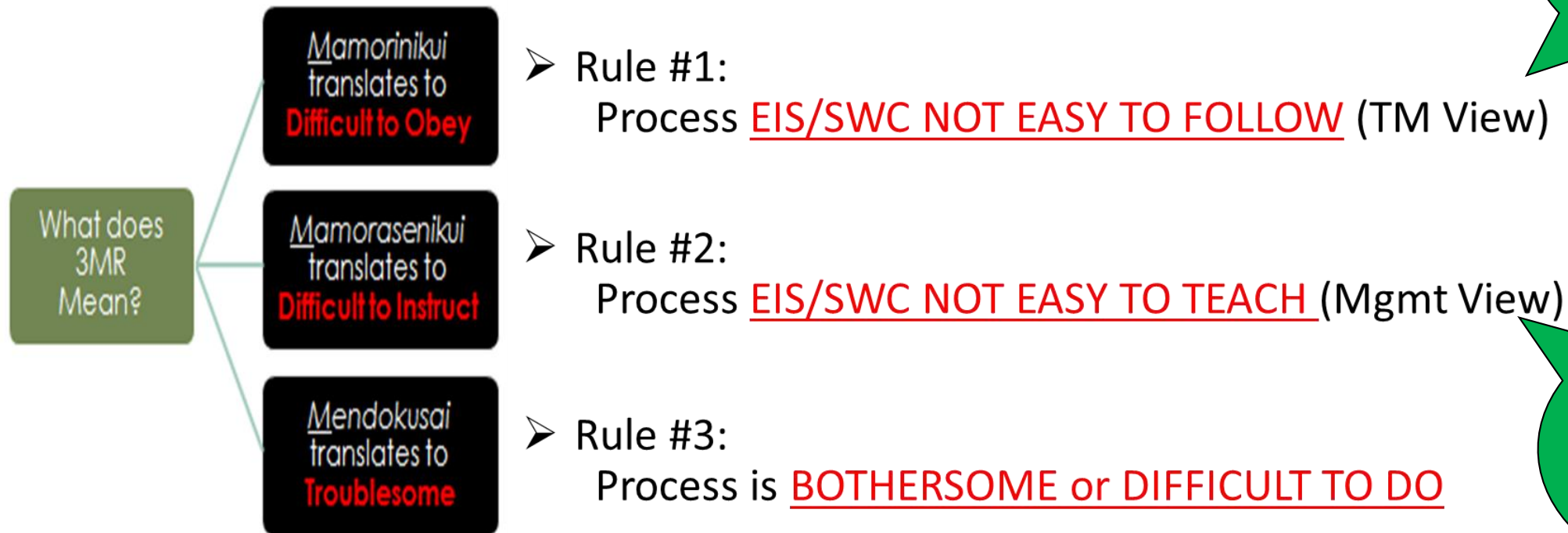
Identified Risks that were always there but we didn't see before



Be Aware of Surroundings & How to Raise Concerns

3MR (Eliminate Difficult Rule)

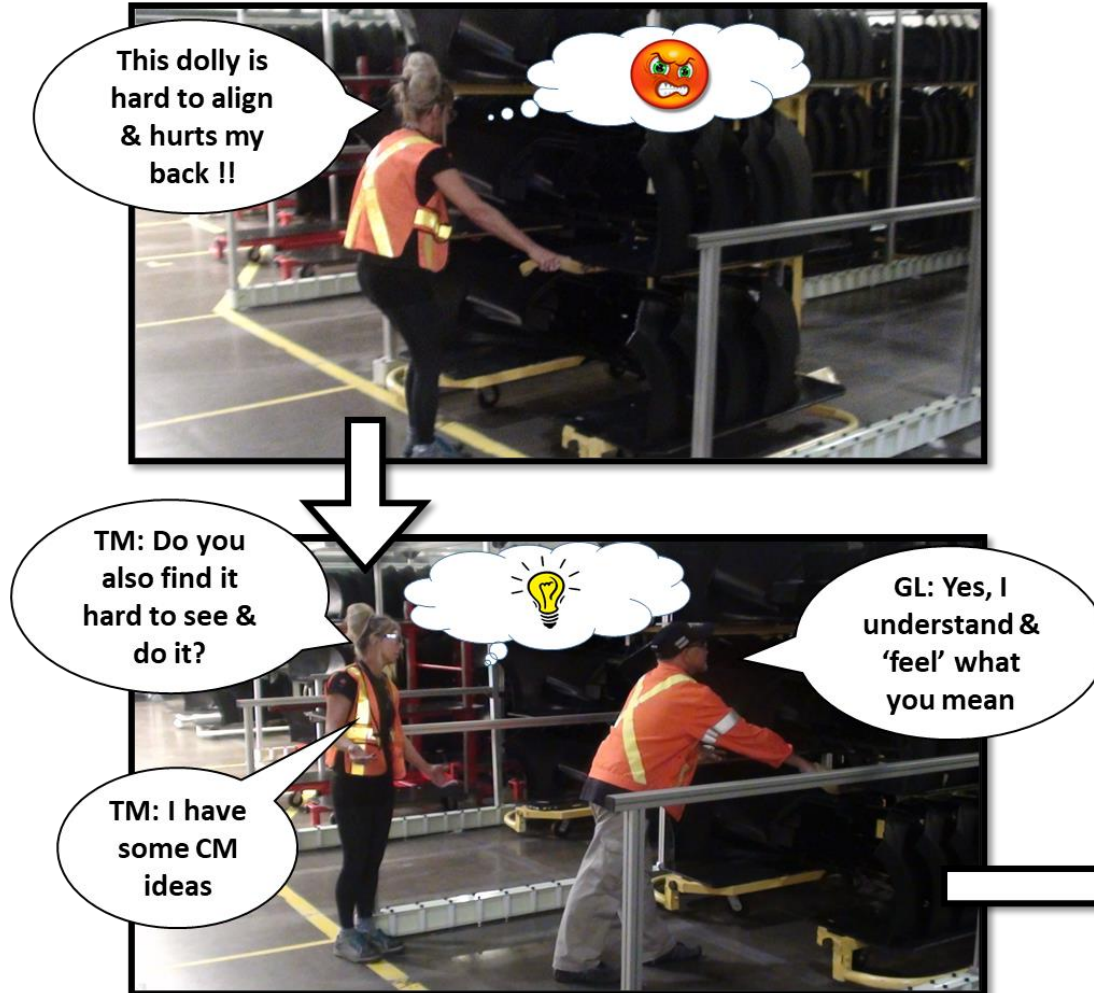
- Make Better/Safer Processes & Standardized Work
- Build Trust by 'DOING' difficult process & Engaging in 2-way Communication
- Better understanding of Team Member process difficulties



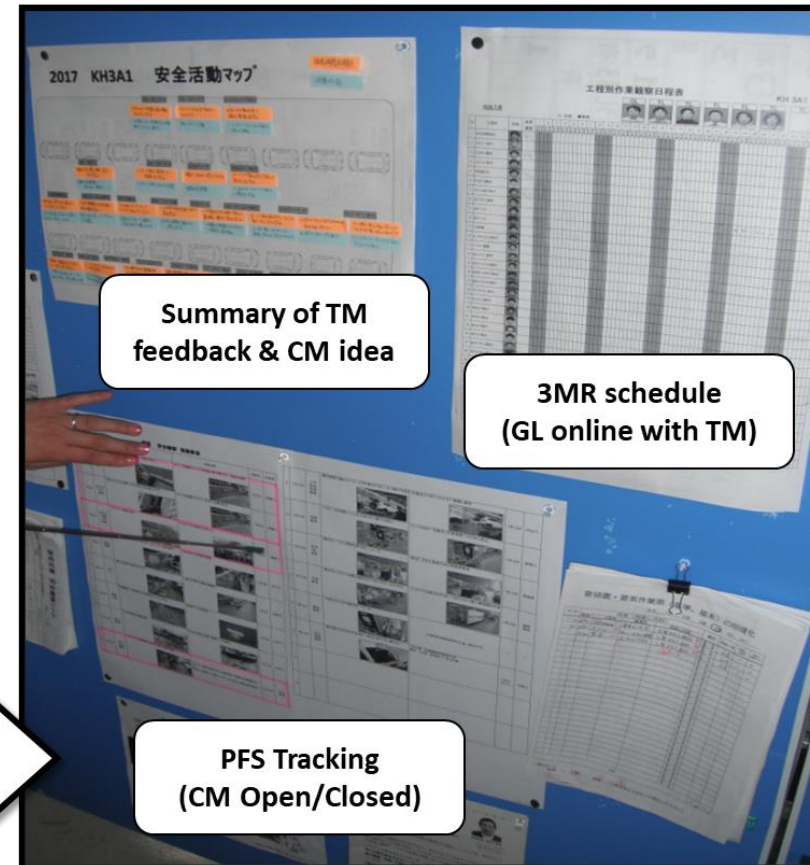
Is SWC OK?

Can GL Do ?

3MR (Eliminate Difficult Rule -> Make Safe Process)



ex. 3MR Floor Mgmt BOARD



THE STORY CONTINUES.....



Safety Culture and COVID 19

COVID 19 CORONAVIRUS | TMMC MASK STANDARD

Authorized

-  TMMC Provided Surgical Style mask
-  TMMC Provided Cotton Mask
-  TMMC Provided Hybrid Safety Shield
-  Personal Provided N95 Mask/NO VALVE

Unauthorized

-  Gaiter
-  Bandana
-  Personal Masks
-  Masks With Exhaust Valves
- 

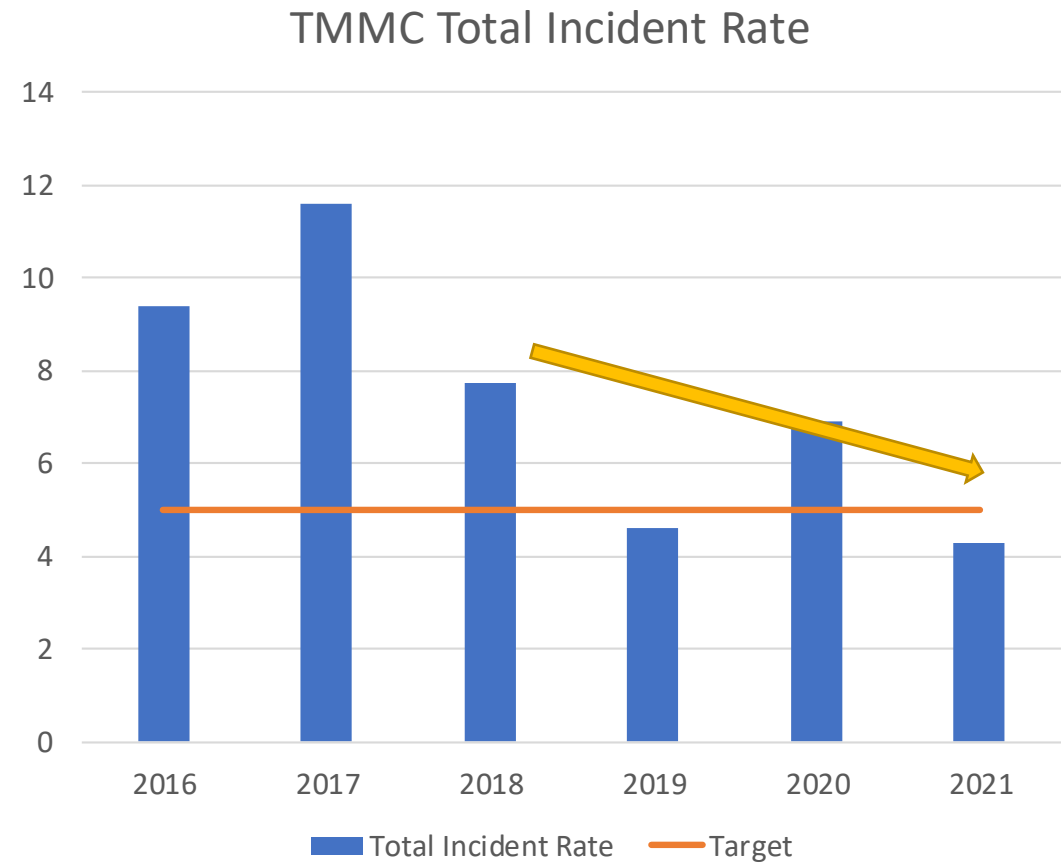


- TMMC acknowledged the current condition of our safety culture and utilized it when deciding how to apply standards
- As a result, TMMC decided to **ONLY** allow company issued masks to achieve an easily understood and auditable std
- Key requirements when in a dependent safety culture
- Used mask wearing as an example of interdependent safety culture – “we all look out for each other”

NOW...

TMMC SAFETY PERFORMANCE

- Although progress is slower, improvement continues
- 2021: BEST YEAR EVER
- Culture to be measured this month!
- Expecting continued improvement



KEY LEARNING POINTS

Things to remember when changing safety culture.

- Culture takes time to change.
- Have a plan.
- Executive direction.
- Follow the data: adjust as required.
- Engage everybody.
- Make safety the top priority



THANK YOU!

SAFETY PERFORMANCE IMPROVEMENT
THROUGH CULTURE CHANGE

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