

Leadership Standardized Work for EHS GEMBA Walks

#	Expectations	Description	Definitions for basis of Question	Questions to Ask on GEMBA
1	Are daily safety startup checks performed and satisfactory?	<p>Work station checks to ensure safe operations are maintained.</p> <p>Should be conducted by the Supervisor or Group Leader, GL.</p> <p>Checks must be reviewed and signed by the Supervisor.</p>	<ul style="list-style-type: none"> Startup safety checks are completed within the first 2 hours of the shift to ensure safe operations are maintained. These checklists may be conducted by supervision or a member of the workgroup but must be reviewed by a member of management when completed by workgroup members. Supervisor and or GL should notify the appropriate maintenance personnel and management for immediate correction. Employees and or Supervisor needs to follow-up for completion status. 	<ol style="list-style-type: none"> Who performs safety checklists? How do you insure they are done within the first two hours of the shift? Who do you communicate non-conformance to? How do you communicate and handle non-conformance? Where are the action plans/results of improvements?
2	Are JSAs in place, maintained, and validated against the task performed, including feedback to employee when discrepancies are found?	<p>A document which describes safe practices to perform the identified task</p> <p>Defines tool requirements and their safe use</p> <p>Should be posted or accessible to all employees in the area.</p>	<ul style="list-style-type: none"> A production JSA (Job Safety Analysis) is intended as an instructional aid to assist production employees in understanding the sequence of steps so that they may perform their jobs safely. JSA's may be posted at the workstation or provided to employees in a central location with uninhibited access. Periodically, JSA's should be used to validate proper safe work procedures by comparing them to actual employee practices at the workstation. JSA's should be reviewed by employees and updated at least annually. JSA's should be utilized as a training toll for transferring and new employees to the workstation. 	<ol style="list-style-type: none"> What is the process if non-compliance is found? Are all JSA in your area signed off per corporate standards? Do you train new operators using JSAs? Is there evidence that JSA is being used as a training tool? Verify by looking at the JSA to see if a training sign-in sheet is present.
3	Are incident records and near miss data up to date including	<p>Supervisor MUST document all injuries / accidents / near-misses- Should utilize visual</p>	<ul style="list-style-type: none"> Incident data should be reviewed by workgroups and posted in their respective workgroup areas on a regular basis including strategies to address improvement opportunities. 	<ol style="list-style-type: none"> How do you acquire OHSIM reports? Do you review incidents and

Leadership Standardized Work for EHS GEMBA Walks

#	Expectations	Description	Definitions for basis of Question	Questions to Ask on GEMBA
	corrective actions?	charts to track injury data trends within the area		<p>near misses in the morning startup meeting?</p> <p>3. Are their time bound accountable action plans to close issues?</p>
4	Are 5S process standards followed (i.e., regular housekeeping inspections and "cleaning is inspection")?	<p>Should follow the standard 5S Check sheet process to ensure compliance</p> <p>Should post cleaning schedules and expectations in the area</p> <p>Should look for ongoing process stability</p> <p>Follow the 'everything has a place and everything is in its place' disciplined part of the employees' daily work to ensure their work place is organized and maintained.</p>	<ul style="list-style-type: none"> Production workgroups should be able to demonstrate how the 5S process (Sort, Stabilize, Shine, Standardize and Sustain) is being applied within their respective departments to support safety and housekeeping excellence. Examples could include <ul style="list-style-type: none"> Sort: Safety hazard control through proper stacking, storage and clear aisles; Stabilize: a place for everything and everything in place (i.e. Materials and Equipment stored and labeled properly, Red Tag process followed accordingly), Shine: maintain cleanliness, Standardize: Visual Factory Standards are well defined, specific, accessible by Work Groups and adhered to, including HAZCOM labels, Lockout Placards, etc, and Sustain: All 5S procedures are followed regularly (Check sheets, Cleaning activities, 5S Evaluations, Adherence to Standards, and management support and follow-up) 	<p>1. Are visual factory standards available?</p> <p>2. Where are they located?</p> <p>3. Do you have the most recent edition?</p> <p>4. When/who performs the actions to keep the area clean and safe?</p> <p>5. Where is the 5S Checksheet?</p> <p>6. What are your 5S standards?</p>
5	Are weekly Safety Audit Checklists conducted and satisfactory?	Should be documented and audits kept on file	<ul style="list-style-type: none"> The department specific safety audit process should be implemented. These reviews should be conducted regularly (minimum once per week), documented and retained on file for a period of 8 weeks. Audit findings should be posted in the work area including time bound corrective action plans (who does what and by when) to ensure issues are assigned to appropriate personnel and resolved in a timely manner. 	<p>1. Who performs the Weekly Safety Checklists?</p> <p>2. Are the results of the Weekly Safety Checklist shared with the employees?</p>

Leadership Standardized Work for EHS GEMBA Walks

#	Expectations	Description	Definitions for basis of Question	Questions to Ask on GEMBA
6	Is there an effective system to track and ensure health & safety issues are completed on a timely basis?	Action plans should be posted in the area. Safety should be reviewed and closed within 24 hours when possible.	<ul style="list-style-type: none"> Each production area should ensure that an effective process is in place to facilitate the communication of health and safety concerns by employees and/or workgroups to their respective supervision. Employee and/or workgroup issues should be posted in the work area including time bound corrective action plans (who does what and by when) to ensure issues are assigned to appropriate personnel and resolved in a timely manner. 	<ol style="list-style-type: none"> How do you receive Safety Items? Are Safety issues brought to the attention of the Supervisor? Review the Safety Issues Matrix What is the Mean Time to Close?
7	Do work group members have input into ergonomic improvements?	<p>Informal process to ensure group members has the ability to address ergonomic issues.</p> <p>Should have a mechanism that allows group member input into Ergonomic fixes.</p>	<ul style="list-style-type: none"> The organization should ensure that production based workgroup members are included in the development and implementation of proactive and reactive health, safety and ergonomic improvement opportunities. Opportunities for employee input include documentation in areas such as, but are not limited to 8-D problem solving teams, local change management process, local ergonomics committees, etc. 	<ol style="list-style-type: none"> What is the process to identify/communicate ergo issues? Are ergonomic devices and tools being used properly? Is the use of the ergonomic tool or device called out in the JSA?
8	Is performance tracked on key safety metrics?	MUST be identified as part of policy deployment	<ul style="list-style-type: none"> At a minimum, each production workgroup should review, post and monitor their respective injuries on a regular basis within their respective workgroups and areas. 	<ol style="list-style-type: none"> What is your Safety Metric? Where do you get the data? Is this something you can impact? If you make an improvement, which plant metric will it impact? What is your target?
9	Are work group activities resulting in improvements made on key	<ul style="list-style-type: none"> Performance data is improving over time (generally 3 months of improvements required), with direct 	<ul style="list-style-type: none"> Workgroup's play a key role in driving health and safety and continuous improvement due to their knowledge and understanding of the operation and related health and safety issues. 	<ol style="list-style-type: none"> How long have you been tracking this metric? What are your plans or actions to make it better?

Leadership Standardized Work for EHS GEMBA Walks

#	Expectations	Description	Definitions for basis of Question	Questions to Ask on GEMBA
	safety metrics?	<p>correlation to work group activities identified and tracked as part of action planning.</p> <ul style="list-style-type: none"> ▪ Must be linked to policy deployment. 	<ul style="list-style-type: none"> ▪ In that regard, the workgroup should be able to demonstrate WG activity on specific issues in their area that have resulted in improving trends (for trends reflecting three to more months of consecutive improvement). 	<p>3. Have you seen improvement?</p> <p>4. When do you get time to problem solve?</p> <p>5. Are the operators in your area involved?</p> <p>6. Have you needed outside assistance?</p> <p>7. How do you communicate that you need help?</p>