Achieving an All Employee 100% - Committed Safety Culture

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Introduction

It is the authors' hope that the story presented in this article and that the activities, learning and results realized will be useful to other organizations as they work to develop an Actively Caring Culture via competency and inclusion. We firmly believe that safety is not proprietary and it is with great humility that we tell the story of our Actively Caring journey to date, again with the hope that it helps facilitate a step change in employee safety.

This paper and corresponding presentation will discuss:

1. Mature safety systems
2. Large international safety conferences vs. intra division safety conferences
3. Introduction to Actively Caring
4. Creating awareness of Actively Caring among all associates
5. 8-question Cultural Perception Survey
6. Formation of a Division Cultural Evolution Steering Committee
7. Adoption of a division specific <u>Safety Culture Vision Statement</u>
8. Creating and Telling "Moment of Courage" stories
9. The Never Ending Steering Committee Retreat – defining Inclusion
10. The monthly Associate Cultural Perception Survey
11. Focus groups – What is our survey telling us? – going to the source – using the data
12. Improvement of our survey instrument
13. Results to date

Mature Safety Systems

While recently hired in late 2007 the now Group Director of the Fibers Division of Shaw Industries Inc. was charged with improving the safety performance of the division that was currently experiencing a 2.1 OSHA Incidence Rate. A proponent and practitioner of the benefits of like organizations, doing like work, learning and growing together through inclusion and engagement, several platforms were established for all sites in the division to be included. These platforms are:

- Behavioral Based Safety System Facilitators Monthly Platform
- Safety Platform
- Landfill-Recycling Platform
- Weekly one site safety review with division and site representation
- Shaw Management System site development and certification platform (management system comprised of ISO 9001, ISO 14001 and OSHAS 18001 management system criteria conjoined to one system)

The current Division EHS manager was hired mid-2008 and was tasked with facilitation and further development of the aforementioned platforms and the assessment of safety systems. Safety Systems were found to possess all the necessary "tools" (Leadership, Employee Involvement, Hazard Task Analysis, Competency Training, Observation, Communication, Audit/Inspection, Incident Reporting/Management, Corrective Preventive Action, Emergency Response, etc.); however, most were becoming stale and the report format utilized to monitor safety system status and warn of impending system inefficiency was cumbersome and difficult to follow.

Involving all EHS personnel in the division, the Division EHS manager (DEHS) introduced the organization to the idea of an EHS Balanced Scorecard. Metrics for Leading and Lagging indicators that the group decided best measure the health of the Division's EHS and Risk Management systems were selected. Acceptable measurement values for each of the metrics to be deemed efficient were determined and built into the scorecard. The scorecard has aided the plant reviews in reducing the time a review takes, allows for review of more information in a more thorough manner, and leads to clear understanding at corporate and site levels of where systems are achieving optimal performance or improvement is needed. The scorecard is a continuously improving document with indicators changing whenever the Safety Platform believes improved measures are needed to assess system health and assure desired lagging indicator results are realized.

Large International Behavior Based Safety Conferences vs. Intra Division Behavioral Based Safety Conference

The Fibers Division is comprised of 7 manufacturing facilities acquired from 4 different companies. 5 of the 7 facilities adopted the same Behavioral Based Safety process in the late 1990s. The remaining 2 facilities adopted similar Behavioral Based Safety processes when they were acquired. Prior to the arrival of the Group Director it had been the Division's practice to send several BBS facilitators to a national BBS conference. This practice represented a large

investment with just a few of those involved in the process benefitting from exposure to systems other than their own. With the desire to include as many people as possible, the idea of hosting a Division Behavioral Safety Conference was born. The first conference was held in the spring of 2008 to great reviews.

Yearly the conference attendance has grown with each of the 7 manufacturing sites sending their Plant Manager, EHS Manager, BBS Facilitator and several if not all BBS Steering Committee members. Division Management and Several Corporate functions attend as well. What used to be a limited number of associates being exposed annually to BBS training and benchmarking has now turned into 100+ Fibers associates and guests having the opportunity to learn, have their voice heard and contribute to continuous improvement of the division's BBS processes via Key Note talks, Break outs Sessions, Networking, Benchmarking and developing new relationships and contacts.

The yearly conference location is being rotated to eventually be hosted by each one of the 7 manufacturing sites. Moving the conference location provides for conference participants to not only participate in the conference but also provides the opportunity for visiting a different manufacturing facility that does like work. This allows new eyes to view a facility and provide feedback regarding safe/unsafe conditions and behaviors as well as provide benchmarking opportunities for best practices observed during the site visit.

The Division's Internal BBS Consultant continues to attend the national conference and bring back to the division to any new learning in the discipline.

Introduction to Actively Caring

While working for another company the Fibers Division EHS Manager had the good fortune to meet Mr. Bob Veazie (the consultant) of People Powered Leadership, a consultant that challenged him with the following questions about that employer's BBS program:
- Why did the organization implement BBS?
- Are you getting what you thought you would get from the BBS program?

These were very uncomfortable questions, though wanting to answer with, "of course, we are realizing all we envisioned and more," the facts were that was not true. We had come to judge the effectiveness of the program by strictly tallying the number of observations being done and patting ourselves on the back for such an incredible amount of activity. It was then that the realization struck that counting total number of observations alone will not maximize BBS's impact on safety performance. It is the quality of the conversation, feedback and commitment at the time of the observation that is critical to improvement in safe behavior. It is also necessary that safety observation and feedback is not a "twice a week" activity for an observer but rather a 24/7 personal value. It was as a result of this preliminary learning that it was suggested this consultant be invited to be the key note speaker at the Shaw Fibers Division 2009 Behavior Based Safety Conference.

The consultant was scheduled to speak for 2 hours at the start of the conference about "Courage and Choosing to Become Involved". At the conclusion of the keynote it was evident that the audience was energized by the possibilities presented and wanted to hear more.   The

day's agenda was reviewed with the audience and collectively (to the dismay of other scheduled speakers) the audience wanted to hear more from the consultant.

As a conference gift Shaw had purchased a copy of a book written by this speaker and his mentor. Soon after the conference positive feedback along with the desire (almost demand) for more exposure to Actively Caring was received by division management, along with requests for more books. Visits to the individual sites provided observations of the book in several break rooms and offices belonging to people who had not attended the conference. As well, there were reports of a site holding weekly management meetings that were chapter reviews of the book.

It was evident that the consultant's message had been much more than one of those "interesting talks" that are usually followed by those who were in attendance reverting back to their everyday habits and behaviors. There was a desire/demand for more information. Demonstrating this fact is that several of the plants created "No One Gets Hurt on My Shift" banners. Employees voluntarily signed them as a pledge of their commitment to have the courage to speak up when unsafe behavior was observed. These banners with signatures were placed on the walls of the manufacturing area. This is great example of creating a visual workplace.

Creating Awareness of Actively Caring Among All Associates

Given the organization's enthusiasm to learn more about Actively Caring, arrangements were made for Mr. Veazie to visit each of the 7 Fibers Division manufacturing sites with the purpose of talking to as many salaried and hourly associates as possible. Through the summer of 2009 the consultant and Division EHS manager visited each site and conducted several meetings at each site. Most meetings were conducted with groups of 25 associates. A few presentations were conducted with as many as 300 in attendances. The theme of the presentations was:
- Interdependence in a culture to prevent all injuries
- The consequences of not having the courage to speak up in the presence of an unsafe act – living with the fact that you could have changed the outcome but did not
- People Based Safety being about observing and providing feedback all the time not just during formal BBS observations
- The increased difficulty of providing corrective feedback to co-workers and strangers vs. family member and friends.
- The Five Factors that create employee propensity to Actively Care (ES Geller, 1996) see Exhibit 1

Self-Efficacy
"I can do it"

Personal Control
"I am in control"

Actively Caring

Optimism
"I expect the best"

Self-Esteem
"I care about myself"

Belonging
"I care about my team"

Exhibit 1.

8-Question Cultural Perception Survey

During these site visits, all presentation attendees were asked to complete a short eight question survey. The survey questions originated in the Five Factors for Actively Caring and their explanation in a draft business manuscript awaiting publication (ES Geller, BVeazie; 2009) Each survey question was read aloud with instruction for the individual to anonymously rate their perception of how well the company culture meets their needs on a Likert scale of 1 to 10, a score of 1 indicating a low perception and a score of 10 being the highest perception. When each question was read so that participants could write their response on an index card, a brief description of what a score of 1 and a score of 10 might be described as was also stated. See Table 1

	Question	Description – Score 1	Description – Score 10
1	I am heard	I never get feedback on my ideas	I always get feedback on my ideas
2	My ideas contribute to the business	I can't make a difference	What I think makes a big difference
3	I belong here	I cannot stand coming to work	I love coming to work
4	I receive recognition	I never receive any recognition	Recognition is excellent
5	I am competent at my job	I do not know hat I am doing	I am very capable at my job
6	I am learning	I am not learning anything	I learn something new everyday
7	I have control in how my job is done	I have no control in how my job is done	I have control in how my job is done and I follow policies and procedures
8	I serve others	I never get involved when I see someone in danger	I always get involved and help/talk to the person I see in danger

Table 1

The average score for each site was tabulated and later were arranged in a table along with the number of OSHA Recordable Incidents the site had experienced ytd.2009. What was observed was further encouragement that culture has significant influence on injury rate, and we were embarking on a journey that should create a step change in safety performance. See Table 2

Plant	Ave Survey Score	Medicals
1	6.062	6
2	6.8	1
3	6.075	8
4	6.6625	5
5	6.90	1
6	6.8125	2
7	6.275	22

Table 2

Now, realizing that OSHA Incidence rate would have normalized the data in the table to account for variation in plant size, it is realized that the data could have been constructed in a more useful way. The data did however create optimistic suspicion regarding developing an Actively Caring Culture in the fact that the combined population of Plants 2, 5 and 6 at the time totaled 1250 people representing 4 recordable injuries and Plant 7 employed 1200 people and had experienced 22 recordable injuries. Plants 2, 5 and 6 all have higher perception scores than plant 7. Not the most scientific of analysis but encouraging!

Formation of a Division Cultural Evolution Steering Committee

Throughout the fall of 2009 there were a few consultant visits to plants and many conversations regarding Actively Caring. It was decided that in early December in conjunction with a Quarterly Corporate Fibers Division Plant Review, the division would assemble all the Divisional Directors, Divisional Managers, Plant Mangers, Representatives of Corporate Risk Management and Corporate Training for the purpose of developing an Actively Caring Cultural Evolution Steering Committee (we utilized the word evolution to build on our culture and we were careful to not refer to this as a revolution as there were and are many parts of the culture that make Shaw a great place to work) and collectively establishing our path forward with Actively Caring.

During this meeting a brainstorming session was conducted using the following questions: *"What skill development and management expectations are needed to close the gap between the proposed Actively Caring Safety Culture Vision and what employees have said via the 8 Question Survey?"*

Using the ideas generated in the brainstorming exercise an affinity exercise was conducted. This exercise was conducted with no one allowed to speak but everyone arranging the brainstorm ideas (which had been written of post-it notes) in piles of like themes. Several themes were identified with this method. The Steering Committee then participated in a mutli-voting exercise to prioritize the list of themes so an inclusionary group consensus was reached. At the conclusion of multi-voting it was clear that the group had identified 4 themes that were of highest priority and differentiated from the remainder of the items on the list. These four issues are:
- Communication – inclusion in the business
- Training – learning to communicate in new ways that promotes inclusion
- Recognition – recognizing achievement in ways more meaningful to all
- Survey – development, implementation of an instrument that keeps the issues out front, a topic of conversation and provides data to recognize opportunity and success

At the conclusion of the meeting this group decided to charter four Actively Caring Culture Teams. One team was formed for each of the four high priority issues identified by the group exercises conducted earlier. Each team was charged with sponsorship, employee inclusion and improvement of the issue they were assigned. There were 16 senior corporate, division and line managers in this original meeting. The four teams were staffed with 4 managers each.

The Steering Committee agreed to meet monthly with the agenda focused on committee reports and sharing of best Actively Caring practices from each of the seven Fibers manufacturing facilities.

Adoption of a Division Specific <u>Safety Culture Vision Statement</u>

During the first Actively Caring Cultural Evolution Steering Committee meeting a draft Safety Culture Vision Statement was introduced to be finalized by the Steering Committee. The Vision Statement was created as a document that could be posted throughout the division as a constant reminder of our goal and what our behaviors should be in working toward the ideals it represents. The finalized vision statement is shown in Exhibit 2.

> *We will work to create a safety environment at Fibers Division Plants in which all employees are actively caring for and committed to each other's safety. We will drive a high level of compassion and encourage employees to raise safety concerns without fear of retribution. Our behaviors and beliefs will demonstrate that we believe safety is a choice and doesn't happen by chance.*

Exhibit 2.

Several of the Fibers Division Manufacturing sites feel so strongly about this Vision Statement that they have had the statement published on a large banner, placed it at the front of the facility with a supply of markers and asked employees who were committed to the values represented to sign it. These banners now hang in the manufacturing areas of those plants as a constant reminder of our safety values and employees' commitment to them.

As we progress further in our cultural development, learning and insight the suggestion will be made that this vision statement be modified to read "safety is a value never to be compromised and does not happen by chance". (ES Geller, 1996).

To introduce this vision statement to all Fibers Division associates, a letter signed by the Directors of the Fibers Division and the Plant Manager was sent to each associates home so that families were empowered to share in the vision. An excerpt from the letter appears in Exhibit 3.

All Fibers Division Coworkers
Shaw Industries, Inc.

Dear Coworker;

During the summer of 2009, the Fibers Division introduced the concept of **Actively Caring**. Many of you had the opportunity to meet and listen to Bob Veazie speak about **Actively Caring.** The focus of this concept is to have the courage to get involved whenever we see someone in a situation where they could be injured.

To help continue improving our safety performance, the Fibers Division is taking the opportunity to adopt **Actively Caring** as a behavior to the Fibers Division Safety Culture. A team comprised of Fibers Leadership, Risk Management and the Learning Academy has been created to guide us as we work to further understand what systems and practices needed to make **Actively Caring** a part of our everyday work practices and a critical part of the way Shaw Fibers operates. This team is focused on 4 key areas, Communication, Training, Recognition and Surveying our Progress.

We have adopted the following Vision to guide us in our journey toward everyone wanting to give and receive safety feedback whenever the potential for injury exists;

> *We will work to create a safety environment at Fibers Division Plants in which all employees are actively caring for and committed to each other's safety. We will drive a high level of compassion and encourage employees to raise safety concerns without fear of retribution. Our behaviors and beliefs will demonstrate that we believe safety is a choice and doesn't happen by chance.*

It is our aim to create an environment where you will value and practice the ideals contained in this statement and always have the courage to say "I see where you may be in a position to get hurt, can we talk about a safer way to do this?"

Exhibit 3.

Creating and Telling "Moment of Courage Stories"

As part of Mr. Veazie's visits to Shaw Fibers Division sites during the summer of 2009 all associates were encouraged to have the courage to speak up whenever they observed an unsafe act or an injury about to occur. This personal activity was referred to as the "Moment of Courage" (Veazie, 2009). All associates were encouraged to tell the story of when they had a "Moment of Courage" as frequently as possible. The organization embraced this activity and today all meetings in the Fibers Division start with a "Moment of Courage" story. While simple in nature as a task, it does take courage to suggest to someone a way they may work safer and to gain commitment to a safer way to perform a task. Courage is also required (depending on public speaking ability and experience) to tell the story to others. But, when these stories are told, they:

- Provide leadership that it is ok! to care about others and is inspirational.
- Provide a lesson in how specific tasks can be performed safely.
- Provide those who are listening to the story an idea of opportunities to look for where someone else may be in danger of injury.

Several of the division's sites have initiated campaigns to collect "Moment of Courage" stories and publish them for others to see and learn from. An example of a 'Moment of Courage" story is shown in Exhibit 4.

Exhibit 4

In a 2010 summer survey "Moment of Courage campaign, of 250 employees working at a manufacturing site, over a 3 month period 600 stories were submitted. This site also established a record of 585 days OSHA Recordable Injury free. Is this coincidence, we think not?

The "Never Ending" Actively Caring Cultural Evolution Retreat

Have you ever attended a management retreat or workshop where nothing seemed to be clicking, a great facilitator was struggling, a shovel was needed to clear the room of rhetoric and periods of silence were broken by multiple heavy "sighs" from those attending?   The Actively Caring Cultural Evolution Steering Committee endured one such meeting in May 2010. To promote inclusion of the entire team a facilitator was hired to facilitate a day and a half retreat. Progress of our cultural journey to date was reviewed and a sometimes spirited workshop was held with the purpose of clarifying what the unified message to the organization should be.

We learned early on in our journey that in its most basic element Actively Caring is about *employee inclusion* (salary and hourly) (some refer to this as employee engagement) and *competency*. A competent workforce that is not included is wasteful of talent and an inclusionary, engaged workforce that is incompetent is chaos. Our team's discussion seemed to hover around trying to define what the organizations definition of "Inclusion" should be. The operational definition that had everyone's support is shown in Exhibit 5.

Fibers Division Operation Definition of Inclusion

Individual having the perception that "I am part of the decision and I have impact"

Exhibit 5.

Another important product of this meeting was generation of a list of management behaviors to promote inclusion. This list is presented as Exhibit 6.

What Leadership behaviors are needed for individuals to be part of activities that lead them to perceive a higher degree of inclusion?

- More time with people
    - Walk around
    - Lunches
    - Skip Levels
    - Asking for input
    - Living up to commitments and providing feedback
- Listening
- Being engaged active listening
- Respect differences
- Look for opportunities to involve all in discussions
- Folllow -up with answers when people provide ideas
- Actively look for opportunities to provide positive recognition
- Observe supervisor skills and provide feedback
- First Day Back meetings for supervisors.
- Helping teams acknowledge improvement in behaviors
- Integrity – ask Why? And How to do?
- Walking the talk in times of adversity
- Get the facts
- Get better at not overreacting
- Use of questions
- How wide should the group be we ask questions of to be inclusionary? (suggestion was made to hold many meeting with by breaking large groups into smaller teams to promote inclusion)
- Who is doing problem solving? Involve all
- Ask "how can I help"? Be in a servant leadership role
- Recognition
- Be humble
- Accept feedback
- Show what the score is and ask "How do we improve/"

Exhibit 6

A plant specific task that was identified at this meeting and implemented was for each manufacturing site to establish 4 committees at the site to mirror the four cultural teams in place at the division level. These teams are:

- Communication
- Training
- Recognition
- Survey – measuring our progress

Creating these teams has provided alignment, networking opportunities and benchmarking between all sites along with the benefit of the division teams being able to facilitate barriers to success for the manufacturing sites.

The Monthly Associate Cultural Perception Survey

To have the ability to measure our progress toward evolving to an Actively Caring safety culture, the division Survey Committee with the support of the entire steering committee rewrote the quick survey. The survey is being taken by 10% of each manufacturing site's employee population monthly. The associates taking the survey are randomly selected monthly and complete the survey anonymously using an internet based survey tool.

Each question utilized a Likert scale of 1 to 10 for survey participants to rank their personal perception of each question. A ranking of 1 being "strongly disagree", a ranking of 10 being "strongly agree" and a ranking of 5 being "neutral"

The original questions asked in this survey are shown in Exhibit 7.

Fibers Division Cultural Survey Questions 2010

1. I am heard
2. My ideas contribute to the business
3. I belong here
4. I receive recognition
5. I am competent at my job
6. I am learning
7. I have control over how safely I choose to work
8. I actively care about the safety of others
9. I accept negative feedback and take action to improve based on the feedback

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Exhibit 7.

At the start of the process it was determined that some manufacturing sites were not randomly selecting survey respondents monthly and that data could be biased by just one shift in one operating department participating in the survey, potentially biasing the data. Once this potential problem was identified, each location's Human Resources department started using a random number type procedure to identity employees surveyed in a given month.

After four months of data had been compiled, the Division EHS manager completed a statistical analysis of the data vs. OSHA Incidence Rate (OIR) that revealed encouraging results. Encouraging in the fact that performing correlation between site average survey question and OIR revealed high correlation (while .8 is perceived as an encouraging correlation in manufacturing operations, it turns out the discipline of Psychology believes a correlation of .5 to be significant). We refer to this data as being encouraging because we understand n=7 plants is a small sample size, however the high correlation values provides a degree of evidence that the organizational and cultural perceptions we are measuring and working to improve are in some way related to safety performance. The table used to display this data is shown as Table 3

Plant	N	OIR	1	2	3	4	5	6	7	8	9

Fibers Division Correlation - OIR to Actively Caring Question 9/28/10

Plant	N	OIR	1	2	3	4	5	6	7	8	9
6	136	2.76	6.25	6.46	7.31	6.25	7.87	7.26	8.09	8.37	7.31
7	560	2.03	5.64	5.49	6.69	5.40	8.04	7.72	8.23	8.27	7.35
4	180	1.95	6.27	5.89	7.03	6.32	8.00	8.00	8.48	8.70	7.77
3	260	1.82	5.88	5.85	7.20	5.99	7.76	7.77	8.47	8.55	7.07
1	140	1.15	6.61	6.43	7.34	6.48	8.19	7.76	8.52	8.45	7.63
5	100	0.00	7.81	7.11	7.82	7.38	8.58	8.21	9.20	9.00	7.96
2	260	0.00	6.58	6.44	7.00	6.66	8.06	7.77	8.68	8.50	7.72
Correlation - OIR to Question			-0.73	-0.73	-0.39	-0.73	-0.71	-0.66	-0.88	-0.57	-0.69
R square			0.53	0.37	0.16	0.53	0.51	0.43	0.77	0.33	0.48

	Questions
1	I am heard
2	My ideas contribute to the business
3	I belong here
4	I receive recognition
5	I am competent at my job
6	I am learning
7	I have control over how safely I choose to work
8	I actively care about the safety of others
9	I accept negative feedback and take aciton to improve based on the feedback

Table 3

As an example, a scatter plot of the question with the highest correlation to OIR, question 7 "I have control over how safely I choose to work" is shown as Exhibit 8.
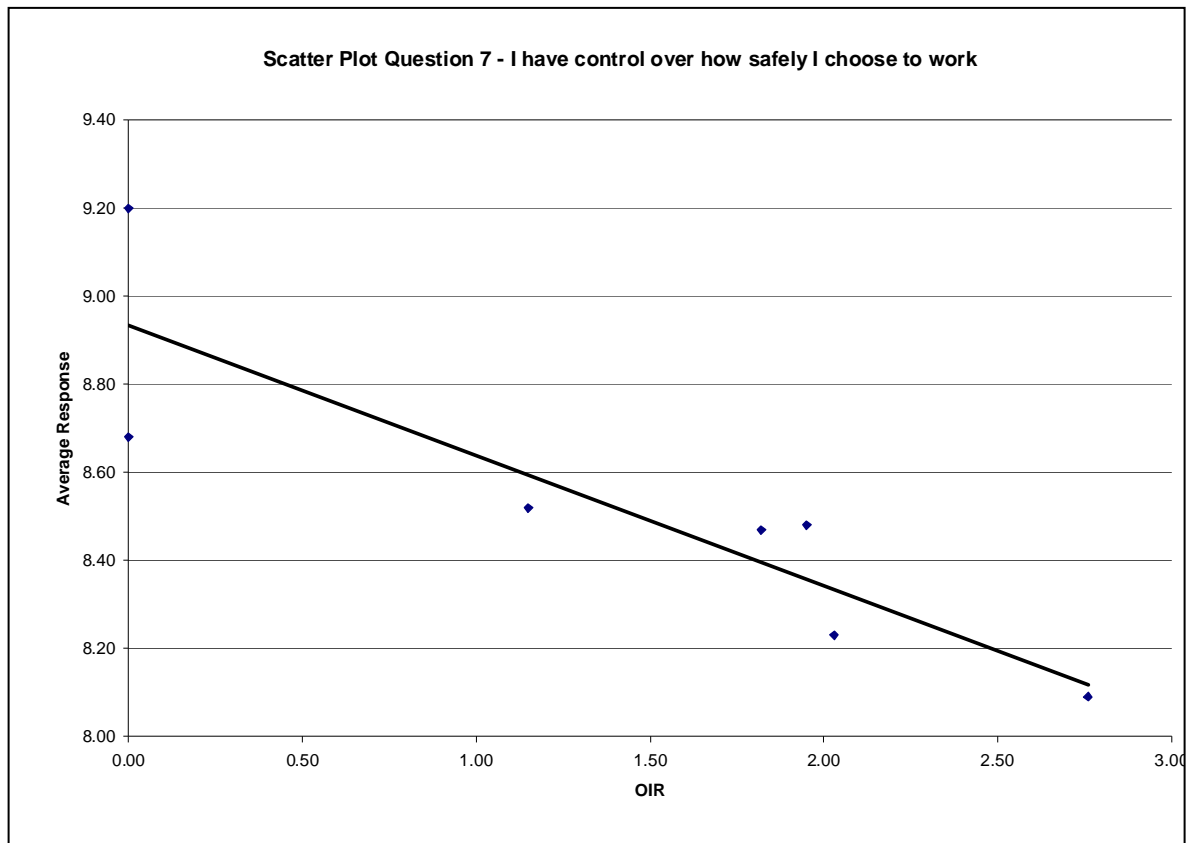

Scatter Plot Question 7 - I have control over how safely I choose to work

Exhibit 8.

Focus Groups – What Is the Survey Telling Us?- Going to the Source

At a large Behavioral Based Safety Conference in 2009 Mr.Veazie had invited the Fibers Division EHS manager to have dinner with him and Dr. Scott Geller. Having the opportunity to talk with Dr. Geller about his research at Virginia Tech provided great insight into Actively Caring.

In the spring of 2010 management of the Fibers Division being frustrated by not understanding what employee's were telling the larger corporate organization from the use of a large nationally recognized survey, the Division EHS manager called Dr. Geller with an idea. That idea was to hire 2 of Dr. Geller's students who were members of Virginia Tech's Center for Applied Behavior Systems research group, to conduct focus groups at 5 of the 7 division plants. The reason 5 were selected is that they were geographically proximal.

Dr. Geller agreed and the concept was presented to the Actively Caring Cultural Evolution Steering Committee who enthusiastically supported the idea. Little did we know at the time how much courage and trust would be needed to hear about and analyze the work these brilliant young men were to embark upon. At this time it is proper to recognize the efforts of Mr. Joseph (Joey) Dean now site EHS manager of Shaw's Aiken, SC manufacturing plant and Mr. Matthew (Matt) Foy now a Shaw Management Trainee.

A Guidance Committee for the focus group work was chartered to meet weekly to steer the project. The guidance team was comprised of:
- Dr. Scott Geller – Virginia Tech and Safety Performance Solutions
- Mr. Bob Veazie – People Powered Leadership
- Mr. Chuck Moore – Fibers Division Human Resources Director
- Mr. Joe Bolduc – Fibers Division EHS Manager

The interns were charged with conducting focus groups with 40% of each plants employee population with the leading question of "What would the organization need to do for you to be able to rate each of the survey questions a 10?". Joey and Matt introduced themselves to the groups as being "Students of Actively Caring" and there to help the company learn what employees need to have the desire to Actively Care for one another.

We previously noted that courage and trust would be needed at the conclusion of this exercise, each plant participating was part of a teleconference at the end of the project. In this meeting the interns debriefed the results of each plant's focus group themes. To publicly ask to hear associates' positive and negative feedback regarding your site's culture and have the trust to hear this in front of Executive Management without fear of repercussion was a test of the humility and integrity of this organization. We are proud to report together we passed the test and our culture continues to grow because of it.

A database of all comments by plant and shift was maintained during this project. These databases were given to each plant to "mine" so that each site could develop themes and action

items appropriate to their culture. These action items are aimed at increasing associates' perception of inclusion and competency.

A key learning has been the importance of the employee suggestion system. Shaw has an employee suggestion Process Improvement System (PI). The focus group work revealed that sites that had a suggestion system that was easy for employees to submit ideas, get rapid feedback regarding their idea, be able to see in real time the status of their idea's implementation along with a system to provide recognition for idea submission provided the highest overall survey scores for each question of the survey. The most visual real time feedback system at a plant consists of a cork board with 4 columns that shows a PI idea was submitted, Accepted, Scheduled and Completed. Each operating department has one of these boards along with envelopes for blank PI forms, ideas not feasible and completed PI ideas for when more room is needed on the board. When each idea is submitted it is department management's accountability to provide the associate with the idea, immediate feedback and discussion regarding the idea. To quote Dr. Geller "America has los the power of the suggestion box". Exhibit 9 shows a graphic of one of these systems.

Plant X Widget Department PI Center			
Submiitted	Scheduled	In Progress	Completed

Blank Forms Envelope	Not Feasible Envelope	Completed Envelope

Exhibit 9.

At Dr, Geller's suggestion the focus group comments from each plant were subjectively evaluated to determine the tone (positive, neutral, negative) of each comment and the percentage of each tone was calculated for each plant. More statistical analysis was done using the variables of comment tone and OIR. This turned out to be another exercise that further encouraged us that higher survey scores may have an effect on worker attitude. The scatter plot representing this analysis is shown as Exhibit 10.
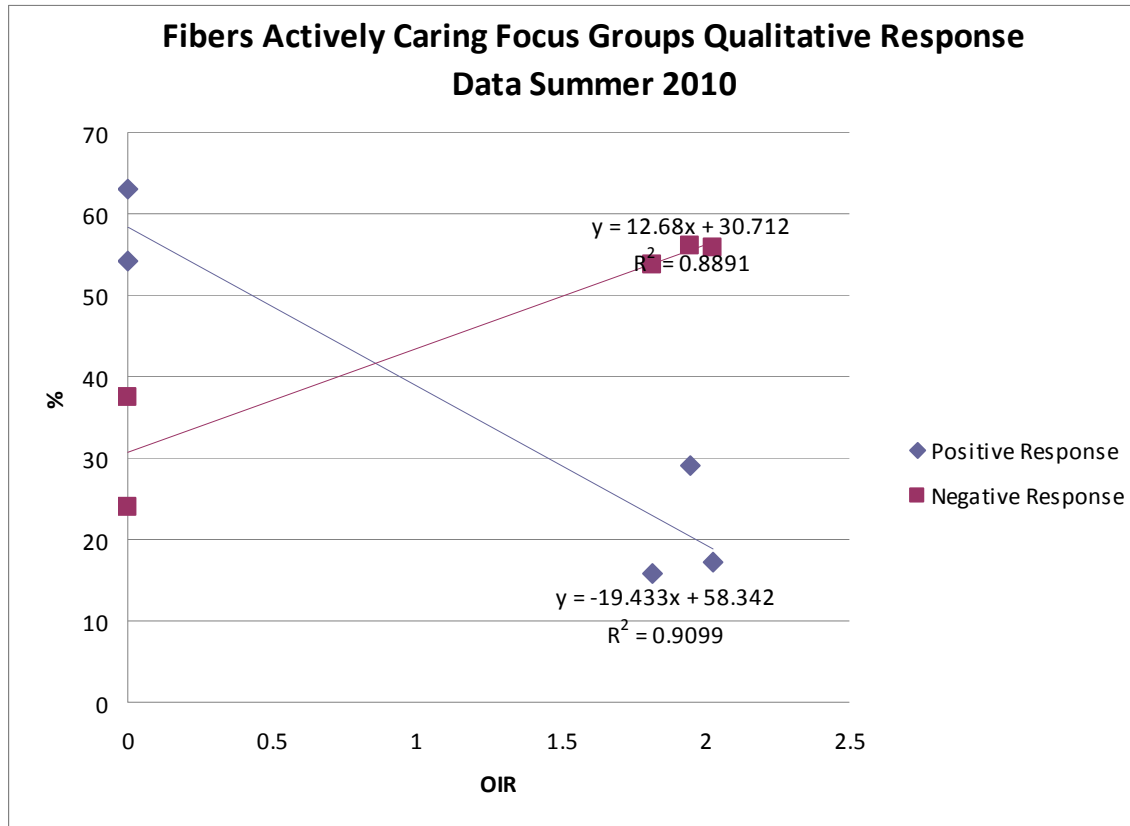
Fibers Actively Caring Focus Groups Qualitative Response Data Summer 2010

$y = 12.68x + 30.712$
$R^2 = 0.8891$

$y = -19.433x + 58.342$
$R^2 = 0.9099$

- ◆ Positive Response
- ■ Negative Response

OIR

%

Improvement of Our Survey Instrument

The Fibers Divisional Survey Committee realized in the fall of 2010 that the survey instrument we were using was a great tool for conversation, but that some questions may not be repeatable due to how they were worded. One example is Question 3, "I belong here", Shaw Industries proudly employs an ethnically diverse workforce, some employees interpreted this question to mean many things, "do I belong in this country, city, state, etc". It was confusing as was question number 9 that actually asked 2 questions "I accept negative feedback and take action to improve based on the feedback", "do I accept feedback" or "do I use feedback to improve my performance".

With the help of the Center for Applied Behavior Systems (CABS) at Virginia Tech we were able to reword our survey instrument so that it is repeatable and possesses less variation due to question wording and interpretation. The rewrite of the survey also still allows for everyone taking and discussing the survey to relate to the few crucial points necessary for everyone's propensity to care; inclusion, competency, belonging and trust. The 2011 survey maintains use of a 1 to 10 Likert scale. The rewrite of our survey appears as Exhibit 11.

Fibers Division Actively Caring Survey
2011

1. I feel that I am heard because I get feedback on my ideas or concerns.
2. The ideas I contribute make a difference at my plant.
3. I have a sense of belonging among my work team.
4. I receive recognition for my contributions at work.
5. I am competent at my job.
6. I learn and develop knowledge and skills at work.
7. I am self motivated to do my best work at my plant site.
8. I have personal control over how safely I work each day.
9. I actively care about the safety of others at work.
10. I receive corrective feedback from my peers.
11. I willingly accept corrective feedback from my peers.
12. When I receive negative or corrective feedback, I react to improve my behavior.

Exhibit 11.

Results to Date

Terms like "Leadership", "Actively Caring", "Moment of Courage", "Inclusion", "Engagement", and "Recognition" have all become frequently used words in everyone's vocabulary. Are we there? "No". Will we ever be where we want to be? "Probably not, we will always strive to improve and sustain what has been gained". Do the statistics we have used to assure our path is correct mean that based on survey results we can predict injury rate? "No, they are encouraging signs that we have chosen to work on issues that effect the perception of the people working in the Fibers Division and how they care for one another. This caring appears to have a profound effect on safety performance.

We believe the success of the Fibers sites achieving great safety results is directly attributable to their efforts in developing an Actively Caring Culture of Competency and Inclusion. Our current challenge is to continue helping lead and facilitate the divisions other sites in adoption of like programs, activities and communication strategies so that all Fibers Division employees have a greater propensity to speak up when at risk, abnormal behaviors and/or safety conditions exist.

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