

# Small Operation - Big on Safety: Our Cultural Shift Story

Presented by:

Andrea Trask, Manager of Solid Waste

November 2021



**EAST HANTS**

# Solid Waste Industry Safety Facts

- Solid waste operations rank in the top 10 on both *Top 10 Most Dangerous Jobs* in Canada and the US. (reference <https://www.insurdinary.ca/what-are-the-most-dangerous-jobs-in-canada/>)
- Common reported injuries include:
  - Contact with an object/equipment (ex. glass, medical sharps, chemicals)
  - Slips, Trips, and Twists
  - Weather
  - Traffic
  - Pests (hornets/bees) / Animals (dogs)

## Presentation Flow

- Barriers to Workplace Safety
- Roles & Responsibilities for Safety (high level)
- East Hants Solid Waste Team (About Us & Our Operation)
- Safety Culture Shift
  - 5S
  - Incident report management
  - GEMBA walks
  - Tried and true safety measures
- Team Engagement – How to Get People to Actually Participate
- Changes & Success Stories from Our Incident Reporting

## Barriers to Workplace Safety

- Fear of punitive action if reporting an issue
- Organizational culture surrounding safety/reporting
- Staff don't believe a 'near miss' requires reporting
- Processes are viewed as too time consuming (staff take shortcuts)
- Feeling that reporting safety issues has no value (will not result in change/improvement)

**How do we breakdown these barriers?**



# Roles & Responsibilities for Safety

## THE GOVERNMENT

- There are Federal and Provincial legislation, programs, and services pertaining to occupational health and safety. ([www.labour.gc.ca](http://www.labour.gc.ca))

## THE ORGANIZATION

- The organization/employer must ensure that all necessary information and training is provided so employees can work safely.
- Investigate complaints/incidents.
- Submit annual reports to Dept. of Labour.

## THE EMPLOYEE

- The Right to Know
- The Right to Participate
- The Right to Refuse

## THE MANAGER

- This position is the liaison between the ORGANIZATION and the EMPLOYEE

# East Hants Waste Management Facility

Our facility is located in a very rural area of the Municipality. We service over 22,000 residents and we are a rapidly growing municipality (just located beside Halifax Regional Municipality).



# East Hants Solid Waste Team

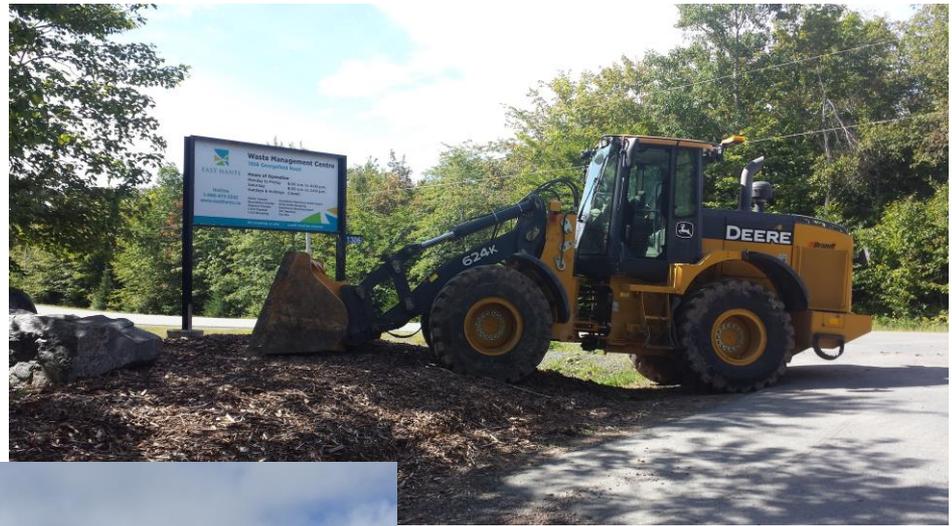
- Manager of Solid Waste
- Waste Compliance Officer
- There are 4 full-time staff at the site (WMC Foreman, 2 Equipment Operators, and a Scale Operator)

More about our facility/services;

- The site is open 6-days per week (Monday – Friday 8am – 4pm and Saturday 8am – 2pm)

- There are no tipping fees or site user fees for residents, however there are tipping fees for commercial loads

- Staff provide curbside & site audits as well as education out in the community.



# East Hants Waste Management Facility

Our facility includes;

- Scale House
- Public Drop-Off Bins
- C&D Landfill
- Waste Transfer Station
- Recycling Transfer Station
- Organics Transfer Station
- Admin/Maintenance Building
- Clean Wood Pile
- Metal Pile (\* we remove CFCs onsite)
- Tire Pile
- EPRA NS Depot
- Product Care Paint Collection
- HHW Depot
- Closed 1<sup>st</sup> generation Landfill



# Sample of Our Incidents

## Property Damages

- theft/damage from break and enters (15 reports in 2013!)
- loader vs. van
- transfer station fire (required complete rebuild)

## Hazards

- asbestos

## Near Misses

- discrimination incident
- wood grinder material projectiles
- staff slips

## Injuries

- death of a resident onsite (heart attack)
- back strain
- bee/hornet stings
- eye injury (dust in eye turned into infection)

## Our Safety Culture Shift

Fundamentally no one comes to work to do their jobs in an unsafe manner that could cause harm to themselves or someone else. However, it is very easy to be complacent when your work is routine and you are experienced ('it wouldn't happen to me'). Additionally, for smaller sites and teams there is a comfort level of long term working relationships and the experience of your team members.

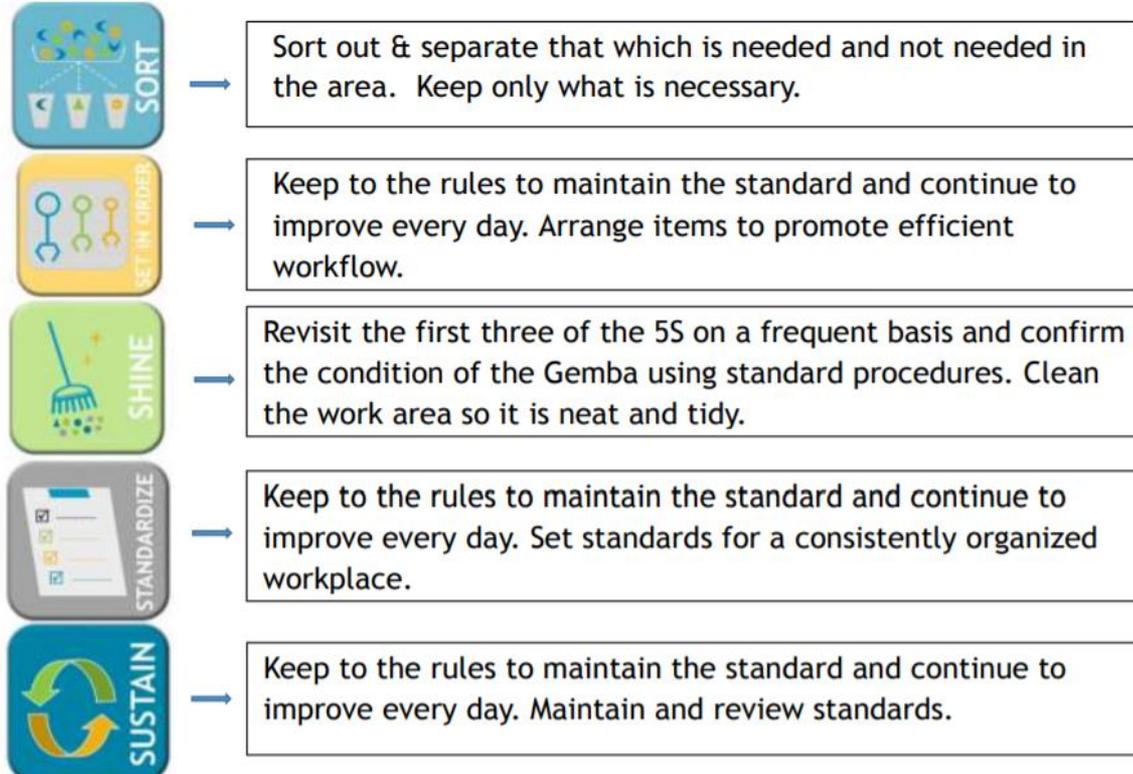
In 2015 our team made a culture shift. We challenged ourselves to rethink our methods, looked for new initiatives, and put that all into action.

## Program Implementation & Tracking

- 5S
- Incident report management
- GEMBA walks
- Toolbox talks

## East Hants – 5S

The 5S methodology (Japanese concept that stands for SORT, SET IN ORDER, SHINE, STANDARDIZE, SUSTAIN) is a workplace organizational and housekeeping method used as part of continuous improvement or Lean manufacturing process. It is simple, universal, and visual!



# East Hants – 5S (BEFORE)



# East Hants – 5S (AFTER)



## Incident Report Management

An incident is an unplanned and unwanted event that results in (or could have resulted in) harm to people, property, or the environment. An incident report is the formal report outlining the incident.

### An Incident Report – When Do You Need One?

Incident reports should be completed for any of the following reasons:

- Fatality or serious injury/illness
- Loss of time incidents
- Incidents that require medical treatment
- Property damage (including vehicles)
- Fires/Explosions
- Near misses that could re-occur if not addressed
- Workplace violence or threats

## Incident Report – Who Should Read It?

Outside of ‘the obvious’ situations where 9-1-1 and/or Department of Labour is called in as part of the incident ... Who in your organization should receive and more importantly read the incident report?

From a municipal perspective the following are recommended to receive/read incident reports:

- ✓ CAO
- ✓ Director of the Department
- ✓ Human Resources
- ✓ JOHS Committee
- ✓ Division Manager
- ✓ Division Team

## Why should all these people read the incident report?

**They all have a role & responsibility to the health and safety of the workplace.**

**Type of Incident**

- |  |   |  |   |
|--|---|--|---|
| <input type="checkbox"/> ↑ Police Incident | <input type="checkbox"/> ↑ Contacted with | <input type="checkbox"/> ↑ Slip                | <input type="checkbox"/> ↑ Same level fall      |
| <input type="checkbox"/> ↑ Fire            | <input type="checkbox"/> ↑ Caught in      | <input type="checkbox"/> ↑ Struck by           | <input type="checkbox"/> ↑ Different level fall |
| <input type="checkbox"/> ↑ Motor Vehicle * | <input type="checkbox"/> ↑ Caught between | <input type="checkbox"/> ↑ Struck against      | <input type="checkbox"/> ↑ Other _____          |
| <input type="checkbox"/> ↑ Environment     | <input type="checkbox"/> ↑ Caught on      | <input type="checkbox"/> ↑ Strain/Overexertion | <input type="checkbox"/>                        |

 Date of Incident \_\_\_\_\_ Time: \_\_\_\_\_ Location \_\_\_\_\_  
Year/Month/Day 24 Hour

 Date Reported \_\_\_\_\_ Estimated Cost \_\_\_\_\_  
Year/Month/Day

 WCB Claim No.: \_\_\_\_\_  
If applicable

 Name \_\_\_\_\_ Employee No. \_\_\_\_\_  
(Please Print) First Last

Division \_\_\_\_\_ Department: \_\_\_\_\_

Phone No.: \_\_\_\_\_

 Description of Incident  
 \_\_\_\_\_  
 \_\_\_\_\_

<input type="checkbox"/> ↑ Property Damage	<input type="checkbox"/> ↑ Injury	<input type="checkbox"/> ↑ Illness	<input type="checkbox"/> ↑ Near Miss
--	-----------------------------------	------------------------------------	--------------------------------------

**Severity**

<input type="checkbox"/> ↑ Slight/None	<input type="checkbox"/> ↑ First Aid	<input type="checkbox"/> ↑ Medical Aid	<input type="checkbox"/> ↑ Lost Time	<input type="checkbox"/> ↑ Fatality
--	--------------------------------------	--	--------------------------------------	-------------------------------------

**Type of Injury**

- |   |   |
|---|---|
| <input type="checkbox"/> ↑ Limbs & Joints - amputation, fracture, sprains, dislocations | <input type="checkbox"/> ↑ Internal - all except heart attack                             |
| <input type="checkbox"/> ↑ Wounds - contusion, crushing, cuts                           | <input type="checkbox"/> ↑ Climate - freezing, frostbite, heatstroke, radiation, UV (sun) |
| <input type="checkbox"/> ↑ Burns/Scalds - heat, chemical                                | <input type="checkbox"/> ↑ Sensory - hearing loss, eye injury                             |
| <input type="checkbox"/> ↑ Loss of consciousness  | <input type="checkbox"/> ↑ Other _____  |

**Body Part Affected**

- |  |   |                                    |   |
|--|---|------------------------------------|---|
| <input type="checkbox"/> ↑ Eye                               | <input type="checkbox"/> ↑ Hand                     | <input type="checkbox"/> ↑ Toes    | <input type="checkbox"/> ↑ Head                     |
| <input type="checkbox"/> ↑ Fingers                           | <input type="checkbox"/> ↑ Lower Extremities (Legs) | <input type="checkbox"/> ↑ Back    | <input type="checkbox"/> ↑ Upper Extremities (Arms) |
| <input type="checkbox"/> ↑ Chest                             | <input type="checkbox"/> ↑ Foot                     | <input type="checkbox"/> ↑ Abdomen | <input type="checkbox"/> ↑ Not applicable           |
| <input type="checkbox"/> ↑ Combination of Body Part Affected | <input type="checkbox"/> ↑ Other                    |                                    |   |

**Immediate Causes**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> ↑ Operating equipment without authority                                    | <input type="checkbox"/> ↑ Failure to secure making safety devices inoperable | <input type="checkbox"/> ↑ Failure to use personal protective equipment/clothing properly |
| <input type="checkbox"/> ↑ Improper Lifting   | <input type="checkbox"/> ↑ Using defective equipment                          | <input type="checkbox"/> ↑ Failure to Warn  |
| <input type="checkbox"/> ↑ Operating at improper speed  | <input type="checkbox"/> ↑ Remove safety devices                              | <input type="checkbox"/> ↑ Using equipment improperly                                     |
| <input type="checkbox"/> ↑ Improper position for the task   | <input type="checkbox"/> ↑ Improper loading                                   | <input type="checkbox"/> ↑ Improper placement   |
| <input type="checkbox"/> ↑ Servicing equipment in operation   | <input type="checkbox"/> ↑ Inadequate or excess illumination                  | <input type="checkbox"/> ↑ Congestion or restricted action                                |
| <input type="checkbox"/> ↑ Hazardous environmental conditions, gases, dusts, smokes, fumes, vapours | <input type="checkbox"/> ↑ High or low temperature exposures                  | <input type="checkbox"/> ↑ Under the influence of alcohol and/or drugs                    |
| <input type="checkbox"/> ↑ Inadequate ventilation   | <input type="checkbox"/> ↑ Horseplay  | <input type="checkbox"/> ↑ Weather  |
| <input type="checkbox"/> ↑ Inadequate or improper protective equipment/clothing                     | <input type="checkbox"/> ↑ Inadequate warning system                          | <input type="checkbox"/> ↑ Poor housekeeping/disorder                                     |
| <input type="checkbox"/> ↑ Noise exposure   | <input type="checkbox"/> ↑ Inadequate guards or barriers                      | <input type="checkbox"/> ↑ 3rd party (actions)  |
- Other: \_\_\_\_\_

**Basic Causes**

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> ↑ Inadequate engineering       | <input type="checkbox"/> ↑ Inadequate purchasing     | <input type="checkbox"/> ↑ Inadequate maintenance |
| <input type="checkbox"/> ↑ Inadequate tools/equipment   | <input type="checkbox"/> ↑ Inadequate work standards | <input type="checkbox"/> ↑ Wear and tear          |
| <input type="checkbox"/> ↑ Abuse or misuse              | <input type="checkbox"/> ↑ Inadequate supervision    | <input type="checkbox"/> ↑ Inadequate capability  |
| <input type="checkbox"/> ↑ Lack of knowledge (training) | <input type="checkbox"/> ↑ Lack of skill (training)  | <input type="checkbox"/> ↑ Stress                 |
| <input type="checkbox"/> ↑ Improper motivation          | <input type="checkbox"/> ↑ Lack of experience        |   |

 Was employee working over-time at the time of the incident?  Yes  No

Name of Witness(es)	
Name of Medical/Attendants	
Supervisor at time of Incident	
Name of Investigator of Incident	
Job Classification at time of Incident	

**Action to Prevent Recurrence**

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> ↑ Health Assessment              | <input type="checkbox"/> ↑ Planned inspection of area              | <input type="checkbox"/> ↑ Internal policies & procedures    |
| <input type="checkbox"/> ↑ Management/supervisor training | <input type="checkbox"/> ↑ Personal protective equipment/ clothing | <input type="checkbox"/> ↑ Purchasing & engineering controls |
| <input type="checkbox"/> ↑ On-site supervision            | <input type="checkbox"/> ↑ Health & Safety training                | <input type="checkbox"/> ↑ Job observation & evaluation      |
| <input type="checkbox"/> ↑ Job Orientation                | <input type="checkbox"/> ↑ Hiring/placement screening              | <input type="checkbox"/> ↑ Other                             |

Suggested Action(s): \_\_\_\_\_

\_\_\_\_\_

To be carried out by: \_\_\_\_\_ Completion Date \_\_\_\_\_

Supervisor's Comments \_\_\_\_\_

Employee's Comments \_\_\_\_\_

Supervisor's Signature \_\_\_\_\_ Date \_\_\_\_\_

Employee's Signature \_\_\_\_\_ Date \_\_\_\_\_

Distribution: send original to HR Officer/Safety Coordinator and copies to Dept. Director, CAO or designate, Supervisor and employee

## Incident Reports – What To Remember

- ✓ If you have a template – follow it
- ✓ If something on the template is not applicable – note that
- ✓ If the template needs edits/updating – follow-up to ensure changes are made
- ✓ Make no assumptions when completing your report – use full names, positions, be specific. You don't know who may end up reading this report – make it clear!
- ✓ If you have more to say than the template allows – attach a memo/pictures/etc. And make sure you note attachments to the template report form.

# GEMBA Walks (Gemba what?)

Gemba (first used by Toyota) means going to the real place where the action is. Gemba walks take supervisors and management to the front lines where they can see what is actually happen and begin a dialogue with their team. The goal is to return from the walk with ideas for improvement such as reducing waste, increasing productivity, and improving the level of commitment towards a culture of safety.



EAST HANTS

GEMBA WALK FORM

Location: \_\_\_\_\_ Walk by: \_\_\_\_\_ Date: \_\_\_\_\_

Topics	# of Observations things were in good standing	# of Observations things need fix	# of Corrective steps taken	Notes (describing any action taken)
Open walking routes (looking for obstructions, or spills)				
PPE being worn (if work underway)				
Property structure (walls, ceiling, lights, floor, etc.)				
5S Markings Visible				
Other				

Safety Discussion if Co-Worker is Available:

Discussion Options: Slips & Trips, Heavy Lifting, Digs Setup, PPE, Weather Preparedness, Etc.

- ✓ All team members are required to complete 1 GEMBA walk per month.
- ✓ They are reviewed and suggestions for improvements are always investigated to determine need and implementation.

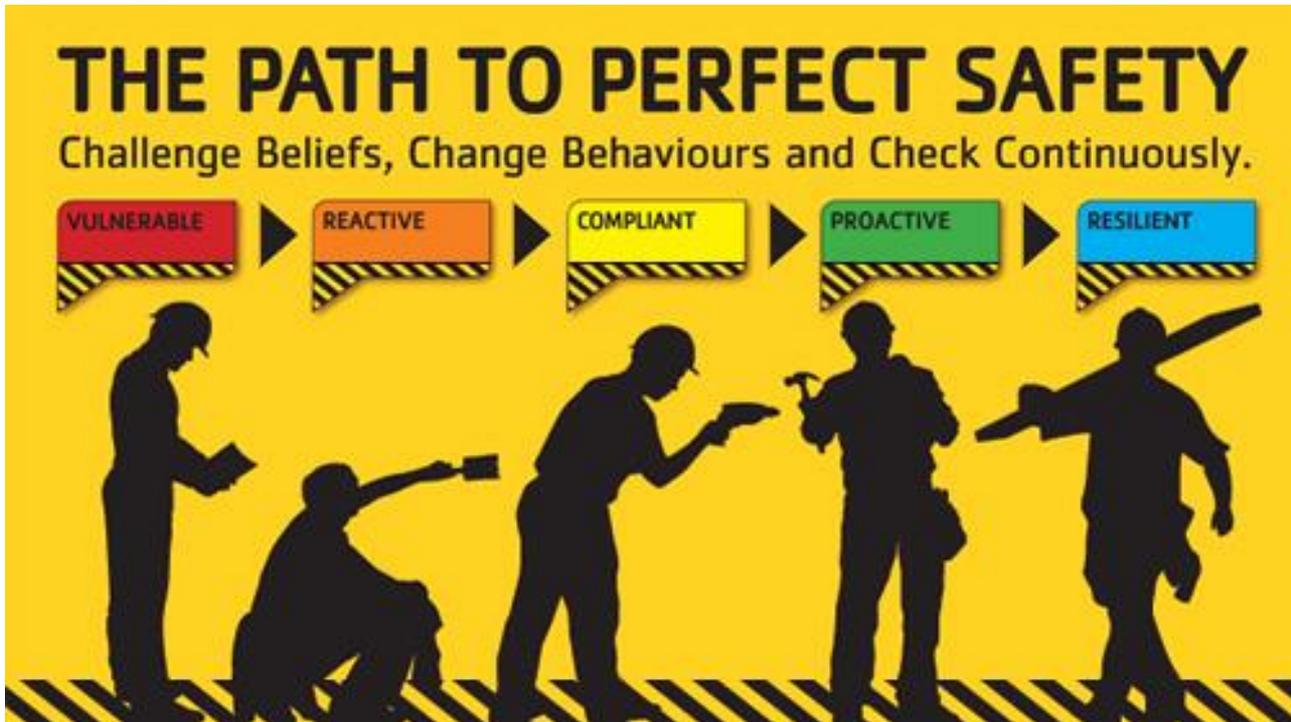


## Tried and True Safety Measures

The main theme for ensuring a solid safety culture is communication! Traditional and 'tried and true' measures work ... if they are consistent.

- ✓ Toolbox talks
  - ✓ SWANA Safety Resources (<https://swana.org/resources/safety-resources>)
  - ✓ Canadian Centre for Occupational Health & Safety (<https://www.ccohs.ca/keytopics/>)
  - ✓ Provincial/Territory/State Health & Safety Resources
  - ✓ Equipment and Supplies have safety resources you can use
  - ✓ Ask your team what they would like to have for future talks
  
- ✓ Staff meetings
  - ✓ Determine best time of day/week to engage staff
  - ✓ Consider over-time or time in lieu offerings to have meetings before/after a regular scheduled shift
  - ✓ Book them in advance (ex. every 3<sup>rd</sup> Monday morning @ 8am)
  - ✓ Use virtual options – great for field staff!
  - ✓ Treats don't hurt!
  
- ✓ Posting JOHS Committee meetings
  - ✓ Ensure a field staff member is on the committee to have those voices heard

# Team Engagement – How To Get People To ACTUALLY Participate



# Team Engagement – How To Get People To ACTUALLY Participate

- ✓ Clearly establish it is an expectation. Include in year-end evaluation goals for the next year.
- ✓ Schedule monthly safety meetings – for your whole team!
- ✓ Daily toolbox meetings for operational staff.
- ✓ Review of all incidents
  - ✓ what happened
  - ✓ actions taken
  - ✓ results of actions (may occur weeks/months after the incident)
  - ✓ communicate with your team
- ✓ Open communication on the following questions:
  - ✓ What do we do well (and should keep doing)?
  - ✓ What should we stop doing (is a change in process/equipment needed)?
  - ✓ What should we start doing (new initiatives)?



## Changes & Success Stories from Our Incident Reporting

- ✓ Three (3) arrests were made in our break and enter cases. Two (2) individuals plead guilty and have gone through the court system. The third (3<sup>rd</sup>) individual went through out of court processing.



- ✓ New gates were built and installed at our Transfer Station for times when operators are loading transport trucks alone.



- ✓ The Municipality purchased a defibrillator, in consultation with our local Fire Dept. to provide an additional resource and some comfort to staff. \*\*We have a 'kid key' as well should we need it for smaller residents\*\*



- ✓ Our incident report numbers have increased in recent years, with more near miss items ... because staff understand why they are needed and because we use the data.



No job is so important  
and no service so urgent –  
that we cannot take time to  
perform our work safely.

- AT&T Bell System Safety Creed 1939



[weeklysafety.com](http://weeklysafety.com)



**Andrea Trask, Manager of Solid Waste**

Municipality of East Hants

902-883-6104

[atrask@easthants.ca](mailto:atrask@easthants.ca)

[www.easthants.ca](http://www.easthants.ca)