Title
Ready, set, go . . . well maybe

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Ready, set, go…well maybe

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Agenda

- Understand organizational readiness for changes
- Review benefits and challenges of change
- Share case studies of ergonomic programs that were ‘not ready’ and ‘ready’
- Provide some ideas for facilitating change
Let’s see if we are ready…
Break into groups

- **Objective:**
  - Everyone in your group must get from the island to the shore
  - Determine what you need to know to decide if you are ‘ready’ to perform this task
What were some of your ‘readiness’ questions?
What is organizational readiness?

- Perceptions
- Work Environment
- Mission
- Values
- Motivation
- Communication
- Decision Making
- Staff Characteristics
- Resources
- Climate
Organizational Readiness Research

- Organizations have 20-60% success rate in implementing change
  - Strong positive correlation between readiness and successful outcome
- Good research from healthcare and substance abuse treatment
- Culture, climate, leadership, and attitude are strong influences
Assessing organizational readiness

- Why did they contact you?
- How motivated are the management and employees to change?
- Who are the ‘leaders’ on the team?
- Are there clear goals, objectives, and ways to measure success?
Assessing organizational readiness (continued)

• Is the ‘climate’ right?
• Can everyone ‘swim’?
  • Is everyone on board?
• What obstacles are in the way?
• Are there mechanisms in place that will allow the efforts to be sustainable?
Case study of ergonomics program that was ‘not ready’

- Help requested by an employee in a mail distribution center to come identify risks and solutions
  - Direct supervisor was supportive
  - Senior Management was not!
Case study of ergonomics program that was ‘ready’

DOE Joint Genome Institute-Production Genomics Facility

The Human Genome 2003

Current DOE Mission Relevance

Bioenergy

Biogeochemistry

Carbon Cycling
Office & Manufacturing Work Environments

60% staff in computer-intensive office settings

40% staff in hand-intensive production tasks (2 shifts) & R&D
JGI Ergo Program Started

December Stand Down of Production Line

JGI Wins 2007 Ergo Cup Award

JGI Ergo Points In House Risk Assessment Tool

Required/Best Practices

Daily Monitoring and Early Intervention Program

Transitioned to two new technologies w/o injuries

JGI Wins 2010 Ergo Cup!
Was this easy... no way!
Early intervention
- Targets employees with discomfort
- Includes bi-weekly review meeting

Proactive Efforts
- Labs and offices
- Monitoring
- Walk-abouts
- Comfort surveys

Safety Culture Working Group
- Promotion
- Awareness
- Communication

Training/education
- Risk targeted classes
- Stretch break programs
- Potty training
- Website resources

Relaxation/Rejuvenation Room

Work tool and practices
- Ergo Points
- Required Practices

Ergonomics Demo Room

Engineering designs and solutions
Top 3 High Risk Factor Tasks (2007)

- Thermal Cycler Loading
- Peeling Seals
- Freezer Rack Lifting
Top 3 High Risk Factor Tasks (Now-2011)

Pipetting

Capping/uncapping

Vortexing
Employee Driven Designs
Best Practices: Do's and Don’ts
Continued focus on ergonomics

JGI Wins the Ergo Cup Again in 2010!

JGI Competes Again in 2011
People don’t resist change…they resist being changed!

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“It’s an ergonomic keyboard. Once you learn how to use it, it will increase your speed by six percent!”
Benefits of change

• Changes in ergonomics program or intervention can lead to:
  • Improved efficiencies
    • Improved productivity
    • Reduction in cycle time
    • Cost savings
  • Reduction in ergonomics risks or injuries
  • Employee satisfaction
  • Fostering a culture that promotes/embraces change
Challenges of change

• Changes in ergonomics program or intervention can be challenging because:
  • Fear of:
    • Unknown
    • Failure
    • Potential risks
  • May disagree about the need for change and best course of action
  • Lack of trust
    • Costs may exceed gains
    • May not understand ‘why’
    • Conflicting messages
  • Requires effort
  • Lack of participation, leadership, or clear objectives/goals
How NOT to get employee participation in changes

“Let’s form a committee to create a task force to develop a team to determine the fastest way to deal with the problem.”

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Ways to facilitate change

• Create motivation
• Change mindset
• Create appealing vision of future
• Instill confidence
• Establish dissatisfaction with status quo

• Leadership commitment
• Start small… but think big
• Find change champions
• Fit with other safety or quality initiatives i.e. Lean, Six Sigma
Lack of commitment will be very obvious to employees

“We couldn’t afford faster computers, so we just made them sound faster.”
Food for thought

- Have plans to address obstacles
  - Involve ‘nay sayers’
- Sell, sell, and sell some more
  - Communicate
    - Discuss readiness and obstacles for success
  - Advertise
- Be okay to walk away
Thank you!

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References

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