

IMPROVE BREWERY SAFETY ...

...WITHOUT BEING A JERK

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DROWN
CONSULTING, LLC

Environmental Health and Safety

DrownEHS.com

Brewery Safety Essentials

Full-day class designed for brewery owners or the employees in charge of safety.

Tuesday, June 23rd at
White Labs in San Diego

Details at DrownEHS.com



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- **Coach**: a person who is responsible for managing and training a person or team that is learning or improving a skill
- **Jerk**: an unlikable person; especially one who is cruel, rude, or small-minded and who treats other people badly

Topics in Today's Discussion

- Why people do what they do
- Why brewery safety is good business
- How to motivate employees to work safely
- How not to motivate employees to work safely
- What you can do now to improve brewery safety...without being a jerk!

Question from a Recent Seminar

What are the top three safety challenges in craft breweries?

1. Owners/managers/supervisors don't get it
2. Inadequate written programs & training
3. Poor safety coaching and rule enforcement

Let's get started...

A Safe Workplace is Good Business

- Care about your employees and they will care about your business
- Safety and quality are complimentary
- Human and financial cost of injuries hurts the business
- Regulatory compliance is critical—especially when the unexpected happens
- You can feel good about protecting people

How much care goes into your brewing?

- Do you have grain bills ?
- Do you follow grain bills?
- Do you train your brewers?
- Do you ignore behaviors that can ruin a batch?
- Do you sanitize and clean?
- Do you perform checks/tests?
- Do you care about the taste of your beers?

How much care goes into your safety program?

- Do you have written procedures?
- Do you require workers to follow procedures?
- Do you train on safety? Have safety meetings?
- Do you coach safe behavior?
- Do you inspect your brewery and correct at-risk conditions?
- Do you lead by example?



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Where does safety rate in your brewery?



Motivation

Characteristics of a Good Leader

- Trusting
- Fair
- Decisive
- Trustworthy
- Timely feedback
- Leads by example
- Meets commitments
- Active listener
- Supportive
- Sincere
- Respectful
- Let's me do my job
- Fosters team work by creating a team

Motivation to Work Safely

- None
- Policing
- Coaching

No Motivation

- Rely on people's common sense and self-preservation instinct
- No discussion or enforcement of rules unless absolutely necessary
- Wait for incidents before reinforcing safety
- Injury happens—Employee blames the company; company blames the employee
- All negative
- No coach—just a jerk

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Lead Person as Coach

- Look for positive behavior and commend it
- People feel good when coach comes around
- People will please coach to receive positive feedback
- People begin to adopt safe work as a value

Lead Person as Coach

- Emphasis is on safe behavior—correct focus
- Following rules imparts more pleasure
- Safe behavior gets positive recognition and the boss expects safe behavior
- Injury responsibility turns toward systems & behaviors

The Decision to Work Safely

What motivates safety decisions?

THE PURSUIT OF PLEASURE

AND

THE AVOIDANCE OF PAIN

Pain or Pleasure?

- Severe thermal burn
- Broken finger
- Back strain
- Sitting in the ER
- Changing bandages
- Unable to wear pants or a shoe
- Unable to earn a paycheck

PAIN

- A boss who cares about safety
- A safe workplace
- A boss who coaches safe work
- Time given to work safely
- Enjoying beer after work
- Being able to enjoy life

PLEASURE

The Strongest Consequence

- **Timing**—a consequence that follows soon after a behavior influences behavior more effectively than a consequence that occurs later
- **Consistency**—a consequence that is certain to follow a behavior influences behavior more powerfully than uncertain consequences
- **Significance**—a positive consequence influences behavior more powerfully than a negative consequence

Decision Motivators

Soon, Certain, Positive

- Rewarded now
(pleasure)
- Rewarded every time
(pleasure)
- Like the reward/results
(pleasure)

Later, Uncertain, Negative

- Nothing happening
now
- Nothing bad
happened last time
- Don't want to think
about bad things (pain)

Not wearing body protection while unclamping piping

Soon, Certain, Positive

- Rewarded now-- saves time
- Saves time, better mobility & comfort w/o apron, gloves & shield
- Like saving time & increased comfort (pleasure)

Later, Uncertain, Negative

- Nothing happening now, no hot water spraying
- Nothing bad happened last time I unclamped the piping
- Don't want to think about getting burned (pain)

Wearing body protection while unclamping piping

Soon, Certain, Positive

- It just takes a minute to put on the apron, splash shield & gloves
- If hot water sprays I will be protected
- I can take off PPE when I'm done, I will not be burned, boss likes it

Later, Uncertain, Negative

- No hot water spraying...yet
- Hot water could spray and boss might catch me w/o PPE
- I could get burned and fired, lose beer privileges

Unhealthy lifestyle decisions

Soon, Certain, Positive

- That bacon cheeseburger looks great!
- I can eat it right now!
- Bacon cheeseburgers taste great! Especially with onion rings!

Later, Uncertain, Negative

- I'm not having a heart attack right now
- Not sure I have or will develop heart disease
- Don't want to think about hospitals, life without favorite food or having heart disease

Healthy lifestyle decisions

Soon, Certain, Positive

- I can eat right and exercise today
- I feel better when I make the right choices
- I will live longer and continue to enjoy beer (and an occasional bacon cheeseburger)

Later, Uncertain, Negative

- Could have more plugged arteries if I skip exercise & pigout
- Might not live very long by making bad choices
- Don't want to die with bucket list unchecked

How do you get people to change?

Effective Coaching

- ❑ Must be Consistent and Frequent
 - All shifts
 - All work groups
 - All levels of employees
 - All employees treated equally
- ❑ Message needs to make sense
- ❑ Message needs to come from more than one coach
- ❑ Coaching must be sincere

Affirmation—Supervisor asks:

- Do you see any risk in that activity?
- What might happen?
- How can the risk be avoided?
- How can I help you to improve the safety of that task?

This dialogue requires thought and a statement about safety from the employee

Effective Coaching for Safety

More positive feedback than negative

- Most behaviors are safe and should receive most attention
- At-risk behaviors are the minority and should receive less emphasis but never be overlooked
 - Silence is consent
- People want recognition for doing things correctly—we are wired this way
- Emphasize risk instead of rule

Coaching takes practice

Coaching methods are learned and need practice

- Supervisors are accustomed to policing safety rules
- Typically, only infractions are noted and brought to attention
- Learn to recognize safe behavior and praise it
- Demonstrate safe behavior—ALWAYS!
- Develop supervisor/manager goals around coaching

Disciplinary action

Must be used when appropriate

- Focus on risk less than rules—risk to self and others
- Should not be used to punish, rather to educate with emphasis—demonstrate that the organization cannot allow at-risk behaviors because injury is unacceptable
- Suspensions are the road to enlightenment or termination—it is up to the employee

What is your proportion of:

- **Coach**: a person who is responsible for managing and training a person or team that is learning or improving a skill
- **Jerk**: an unlikable person; especially one who is cruel, rude, or small-minded and who treats other people badly



“As I grow older, I pay less attention to what men say, I just watch what they do.”

Andrew Carnegie

Time to stump the safety guy.

Questions?

What do you want to know about brewery safety?

Anticipated Questions

- Do I need to worry about Cal OSHA?
- What are the most important parts of a safety program?
- What can I do as an owner to improve safety?

Some Required Written Procedures

- IIPP
- Safety Inspection
- Confined Space Entry
- Emergency Action Plan
- Lockout Tag Out
- Hazard Communication
- Work Rules
- Personal Protective Equipment
- Accident Investigation
(include forms)
- Training
- Office Safety
- Forklift

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