Novel Approaches in Fatigue Management (Session 1.5)

PRESENTATION (Mapps)

Establishing and Maintaining a Successful Fatigue Risk Management System

PANEL (Bennett, Courtois, Higginbotham)

Well-Being, Championship, and Fatigue Management: A Research-Driven Approach in Manufacturing
Well-Being, Championship, and Fatigue Management

A Research-Driven Approach in Manufacturing

May 9, 2018
Introductions

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Owens Corning (Portland, OR)

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Owens Corning (Toledo, OH)
Outline

• Background on Owens Corning
• The Healthy Living Program
• OWLS Process Consulting Model
• Wellness Champion Strategy
  • In process for 2 years
• Leadership Training/Fatigue
  • Currently under way
Owens Corning at a Glance

• Founded in 1938, an industry leader in glass fiber insulation, roofing and glass fiber reinforcements

• 2017 sales: $6.4 billion

• 19,000 employees in 37 countries

• Fortune® 500 company 63 consecutive years

• Component of Dow Jones Sustainability World Index

• Three powerful businesses, three valuable franchises
  – Insulation
  – Roofing
  – Composites
Broad-Based Company Recognition

✓ Fortune 500®

✓ 100 Best Corporate Citizens Corporate Responsibility Magazine (April 2018)

✓ Dow Jones Sustainability World Index (September 2017)

✓ Chief Executive magazine’s Best Company for Leaders (January 2016)
  - RobecoSAM Sustainability Gold Class Award (January 2017)
  - 2018 Corporate Equality Index (November 2017)

  ▪ Vault.com’s 50 Best Internships (October 2017)
  ▪ Computerworld’s Best Place to Work in IT (June 2017)
  ▪ ENERGY STAR® Partner of the Year (April 2016)
  ▪ 2020 Women on Boards “W” company (March 2016)
  ▪ Forbes’ America's Best Employers 2016 (March 2016)
  ▪ Tlaxcalca Plant Wins 2015 JIPM Award (January 2016)
  ▪ Aon Hewitt’s Top Companies for Leader® - North America (December 2014)
  ▪ Green Cross for Safety (2014)
Owens Corning Safety Journey
March to Zero

2003 - 2004
- EHS Spring Training School
- OCU EHS eLearning
- EHS Networks
- Virtual Safety School
- OC Safety Stand

2005 - 2006
- Employee Safety Responsibilities
- Safety Development Team (SDT) formed
- Contractor EHS Handbook with Video
- Personal Safety Action Plans

2007 - 2008
- New “Task based” LTT Program
- Focus Plants
- First OC plant VPP certified (Brookville)
- Safety Awards
- Leadership Safety Accountabilities
- Extraordinary Safety Leader (ESL) Training
- Safety Alerts
- SAFE Mgmt. Module

2009 - 2010
- LTT-5 electrical update
- Weekly Injury Reviews and Lessons Learned
- SAFE Critical 6 Module
- Pre-Task Planning
- Global EHS Community
- ESDP Candidate Program

2011 - 2012
- C6 Basic Control
- Hazard ID and Control
- BBS
- Talent Dashboard
- On-boarding for Safety Professionals
- Cell Phone Policy Change

2013 - 2014
- Hazard Recognition & Control
- Healthy Living
- First Aid, Near Miss Reporting
- Green Cross for Safety Medal Recipient

2015 - 2016
- Human Performance
- Leading Indicators
- Living Safely
- Foundations Assessment
- TPM

2017 - 2018
- HRC 2.0
- Learning from Incidents
- Visual Literacy
- EHS College
- Special Emphasis Process

RIR
- 2001 RIR 6.69
- 2002 RIR 5.74

Living Safely
Our people and products
Make the world a better place.

• Living Safely
• Winning With Customers
• Leading in Quality
• Expanding Our Impact Through Sustainability
• Turning Knowledge Into Value
• Striving to Be Better, Every Day
## Healthy Living Aspirations

<table>
<thead>
<tr>
<th>Aspirations</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Know Your Numbers</strong></td>
<td>We will ensure all employees “know their health,” through education and understanding of key predictive health metrics (i.e., glucose, blood pressure, BMI and cholesterol) and are receiving recommended clinical preventive services.</td>
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<tr>
<td><strong>2. Healthy Mind</strong></td>
<td>Our aspiration is that all Owens Corning employees enjoy meaningful work and life in an environment that helps them flourish.</td>
</tr>
<tr>
<td><strong>3. Physical Activity</strong></td>
<td>We will help all employees adopt a physically active lifestyle through education and participation in personal and work programs.</td>
</tr>
<tr>
<td><strong>4. Nutrition</strong></td>
<td>We will help all employees achieve and maintain good nutrition through dietary education and providing healthier food choices at work.</td>
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<tr>
<td><strong>5. Tobacco-free</strong></td>
<td>We will ensure that, as a company, all our properties are tobacco-free and that we educate and assist our employees to be tobacco-free.</td>
</tr>
<tr>
<td><strong>6. Financial Health</strong></td>
<td>We will help employees manage and budget finances and prepare for retirement.</td>
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# HL Program Milestones & 2018 Objectives

<table>
<thead>
<tr>
<th>2008-2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
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<tbody>
<tr>
<td><strong>Employee Awareness</strong></td>
<td><strong>Governance &amp; Infrastructure</strong></td>
<td><strong>International Program Expansion</strong></td>
<td><strong>Exchange Feedback with Local Operations &amp; Teams</strong></td>
</tr>
<tr>
<td>Activities Focus on Major Health Risk Factors (Tobacco, BMI, Activity, Cholesterol Levels, etc.)</td>
<td>Operations Involvement &amp; Local Ownership</td>
<td>Employee Engagement; Local NLT Commitment</td>
<td>Continuous Improvement</td>
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<tr>
<td>Annual Activity Challenge</td>
<td>WLC</td>
<td>Measurement Begins</td>
<td>“My OC” Dashboard with Tier 1, 2 &amp; 3 metrics</td>
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<tr>
<td>Health Assessments and Biometrics</td>
<td>Aspiration Teams</td>
<td>Ops Leading International Programs</td>
<td>Expand VP to more International Sites</td>
</tr>
<tr>
<td>Participation and Outcome Based Incentive Structure</td>
<td>Local Healthy Living Teams &amp; Champions</td>
<td>More Ops Leaders on ATs</td>
<td>Process to gather feedback from local operations</td>
</tr>
<tr>
<td>Fat Out Competition</td>
<td>Tactical Plan</td>
<td>Local Healthy Living Charters</td>
<td>Increase visibility and energy with HL Awards Competition</td>
</tr>
<tr>
<td>Tobacco Free Sites (29%)</td>
<td>Vendor and Incentive Strategy</td>
<td>Virgin Pulse Rollout</td>
<td>Calibrate measurement tools for better assessments</td>
</tr>
<tr>
<td>Onsite Fitness Centers or Subsidies (20 facilities)</td>
<td>Monitoring &amp; Measuring Strategy</td>
<td>A3 Site Plans, HL C6 Tool, Tiered Metrics</td>
<td></td>
</tr>
<tr>
<td></td>
<td>First Onsite clinic</td>
<td></td>
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# Governance Framework

## Program decision and management touch points throughout the organization

<table>
<thead>
<tr>
<th>Group</th>
<th>Purpose/Frequency</th>
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</table>
| **Wellness Leadership Council**     | Oversight of program goals, priorities, budgets and integration across aspiration teams  
**Frequency:** Quarterly            |
| **Aspiration Teams**                | Ensure value of program is aligned with business needs of the organization and determine mandatory/optional programs and implementation plan  
**Frequency:** Minimum monthly      |
| **Regional HR Teams**              | Partner with Aspiration Executive Teams to ensure they align with site culture and execute programs  
**Frequency:** Quarterly            |
| **Local Wellness Champions/Teams** | Dedicated employees that promote and support the programs at each location and organically grow the program  
**Frequency:** As indicated in site team Charter |
| **Employee Feedback**              | Develop process of receiving/reacting to employee feedback (e.g. surveys)  
**Frequency:** TBD                   |
Measurement and Metrics

Keep Champions engaged through measurement and data sharing

- C6 and A3
- Integrated Wellness Scorecard
- Healthy Living Dashboard
Innovative technology-based systems to nudge wellness (workplaces, leaders, teams, and people)
A Two-Pronged Approach

An Empirically Grounded Model

**Champions**

Leadership Training on “Energy & Focus”
OWLS has developed and implemented competency-based* champion trainings:

- NIH Clinical Trial (SBIR)
- National Guard
- American Council of Engineering Firms
- Wellness Councils of America
- Other Custom Training

Champion Model Overview

Discover
- Key informant interviews
- Focus groups
- Survey Occupational Health Nurses
- Plant Visit

Adapt
- Use OWLS extant curricula
- Modify into an initial “showcase” slide deck
- Input
- Analysis
- Report
Champion Model Overview

Implement

- New curricula developed
- Sustainable TOT model
- Face-to-face training

Know Your Numbers

1. Healthy Mind
2. Physical Activity
3. Nutrition
4. Tobacco-Free
5. Financial Health

Know Your Worksite

Worksite Offers Coworkers Engage

Your Why

Your Next Step

Plan Activities

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Modules (Deck, Workbook, Quick-Starts)

Orientation

Big Picture: Healthy, Unhealthy Climate

Personal Motivation: Reason, Story, Purpose

Readiness: Tolerate, Respond, or Inspire

In-House Activities

My Abilities & Resources

- INSPIRING
- RESPONDING
- TOLERATING
- RESISTING
- DENYING

 Conversations (casual, brief)
 Safety Huddles (planned)
 Structured Campaigns

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To date...

• 1.5/2 day training
• 5 Training Sessions
• Over 80 trained
• Multiple Plants
• International Participants
• Follow-up Webinar Support
• Between 80% and 90% report “a lot” or “greatly” have the tools they need as a champion.
Leadership Training
A Two-Pronged Approach

An Empirically Grounded Model

• Champions

• Leadership

Champions

Leadership Training on “Energy & Focus”
Project Overview (OWLS Perspective)

- Within the “Healthy Mind” aspiration, focus on Sleep and Fatigue
- Discover → Adapt → Implement → Evaluate
- Currently moving from Adapt to Implement
- Discover processes included:
  - review of previous data (Harvard SHINE study), informant interviews, focus groups, extensive plant manager survey
- Adapt process included:
  - Build of a showcase/prototype, pre-review and approval, quantitative and qualitative ratings, finalizing core module
Data Process

1. Time Detail – work hours – OT
2. Plant information / demographics – work schedules, average age, tenure, prior survey results (Harvard SHINE survey)
3. Targeted Interviews
4. Focus Groups
5. Survey of 250 Salaried Employees across 22 plants
Focus Group Results

1. Emphasize team and social support.
2. Address staffing, scheduling and environmental issues.
4. Curriculum content needs to convey dual responsibility.
Managers perceive themselves to be at less fatigue-related risk than they perceive their employees at risk. For example, at least monthly, 9% felt that their safety was at risk due to their own tiredness. In contrast, 21% felt that their employees were at risk due to tiredness.
Other Key Findings

- **MANAGERS FATIGUED.** Managers report GREATER sleep issues in themselves than in their employees*

- **SHIFT WORK MATTERS.** These perceptions significantly stronger in rotating- than in straight-shift plants

- **OVERTIME AN ISSUE.** Many managers agree policies should restrict overtime; agreement stronger in managers with < 10 years tenure than with > 10 years

- **ATTRIBUTION TO LIFESTYLE.** When asked to attribute sleep/fatigue issues of staff due to work environment versus personal/lifestyle factors, more managers attribute to personal (68%) than workplace (32%)

*Items adapted from National Safety Counsel Fatigue survey, courtesy of Joy Inouye*
Training Review

• 21 leaders/managers reviewed a conceptual preview of the Training

• They rated:
  • Relevance of the training
  • Need for the training
  • Each of 6 training modules on importance and usefulness

• They made comments on each module
Modules

- **Well-Being: The Science**
  - Why is sleep, rest, and energy maintenance so important?

- **Risk/Protective Factors**
  - What personal and organizational factors help or hurt?

- **Fatigue Risk Management**
  - What practical guidance can help you manage risks?

- **Tolerate or Respond**
  - How can you recognize & refer those at risk?

- **Alignment: Your Role & Team**
  - What is your own impact as a leader?

- **Your Response Plan**
  - What strategies will you implement?
Training Prototype Review

- The majority found the training much needed and relevant

**NEED FOR TRAINING**

<table>
<thead>
<tr>
<th>TRAINING RELEVANCE</th>
<th>LOW (Not at all or Somewhat Needed)</th>
<th>HIGH (Needed, Much Needed, Greatly Needed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOW (Not Very, A Little, or Somewhat Relevant)</td>
<td>9.5% (2)</td>
<td>4.75% (1)</td>
</tr>
<tr>
<td>HIGH (Very or Greatly Relevant)</td>
<td>0</td>
<td>85.75% (18)</td>
</tr>
</tbody>
</table>

The majority (85.75%) believe that a training like the one proposed is BOTH something that is needed and that purpose of the proposed training is relevant. These 2 items alone suggest that there is strong potential for the training and can help meet a fairly strong need amongst participating respondents.
Training Prototype Review

- All 6 modules were seen as relatively important and useful
- While ratings and comments were generally positive, there was sufficient diversity of opinion and recommendations for improvement
- Overall, the preview served its purpose: enough critical commentary from potential end-users to direct useful improvements and refinements
Next Steps

• Build out the training
• Select plants / participants for Test and Learn
• Run Test and Learn pilot – classroom
• Create Train the Trainer model
Targeted Outcomes of Test & Learn

- Deeper understanding of drivers and protective factors of fatigue in the workplace and the impact on safety, productivity and employee health.
- Model to address dual responsibility of fatigue related issues.
- Refined tool to incorporate core elements of fatigue risk management
- Increased alignment with HR for improved policy guidance
Summary

Two pronged approach (FRMS and Healthy Leadership)

Integrating with Wellness Champion

Prototype review shows strong promise

Look to future
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