



Workforce Strategies

Plan, Protect and Maximize

September 12, 2018



Overview

- **Three Pillars of Improvement** – Mark Dykema, Chief Human Resource Officer at Bank Midwest
- **“Back-On-The-Job” Programs** – Greg Tate, Professional Workers Compensation Advisor at Bank Midwest

Three Pillars of Improvement

- About Me – Mark Dykema, CHRO at Bank Midwest
 - 30 years of HR experience
 - Majority of time spent in manufacturing
- My Plant
 - Ag Equipment Mfg – 800K sf plant
 - Fabrication, Welding, Paint (Spray and Powder), Assembly, Product Prototyping, extensive Material Handling
 - Approximately 1,350 employees

Three Pillars of Improvement

- Safety Performance – Starting point
 - Recordable Incident Rate – 10+
 - Lost-Time Incident Rate – 3.0+
 - Work Comp claims experience > \$1 million annually



Three Pillars of Improvement

- Pillar #1 Infrastructure – Policies, Procedures, etc.
 - Online MSDS – Free up time for Safety Professionals
 - Revise policies to be in simple terms
 - Show WIIFM
 - Invest in front-line leadership training - need more safety para-professionals
 - RTW policy revision – provider tours

Three Pillars of Improvement

- **Pillar #2 Work Environment**
 - Pareto analysis of injuries – Slips/Trips/Falls and Sprains/Strains common
 - Launch pre-shift and post-lunch huddles – stretches
 - Safety Audits – identify hazards
 - Housekeeping – 5-S/Lean Effort – Orange tag/Red Tag/Auction
 - Paint Floors/Ceilings/Lighting

Three Pillars of Improvement



Three Pillars of Improvement



Three Pillars of Improvement



Three Pillars of Improvement



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Three Pillars of Improvement

- Pillar #3 Associate Behavior
 - Communicate expectations
 - Discipline behaviors, not results
 - Near-Miss investigations
 - Celebrate Successes

Three Pillars of Improvement

- Safety Performance – END RESULTS
 - Recordable Incidents – 50% reduction over 3 years
 - Lost-Time Incidents – 60+% reduction over 3 years
 - Work Comp Claims \$\$ – 70% reduction over 4 years



Three Pillars of Improvement

Biggest takeaways:

- Engage line-level leaders in safety
- Safety policies/procedures must be easy to understand
- Fund Lean/Safety efforts with auctions of excess equipment
- Know where your injuries are coming from
- Target your improvement efforts
- Utilize resources available for help with Lean and Safety
- Celebrate your successes!

Back On The Job

- About Me – Greg Tate, PWCA at Bank Midwest
 - Professional Workers Compensation Advisor
 - 10 years of workers comp experience
- My Focus
 - Workers Compensation
 - Commercial Business
 - Assisting businesses with development of Risk Safety plans designed to reduce Workers Compensation Premiums and increase employee moral

Back On The Job

- My Experience
 - Hazard Group II business classes
 - Light to Medium Manufacturing
 - CNC
 - Low Grade Fabrication
 - Injection Molding
 - Wood Fabrication
 - Workers Compensation Premium volume in billions – \$67.2B

Back On The Job

3 Steps to a Strong “Back-On-The-Job” Program

- What is a Back-On-The-Job program?
- Why establish a Back-On-The-Job program?
- Where do you start in developing the Back-On-The-Job program?

Back On The Job

A back-on-the-job program is designed to assist injured and/or ill employees return to safe, meaningful and productive employment when they are medically able to do so.



Back On The Job

Why Establish a Back-On-The-Job program?

- The cost of injuries and illnesses may be better controlled
- Prevention is often the best way to reduce overall injury/illness costs
- Maintain workforce productivity
- Comply with legislation

According to the Job Accommodation Network, nearly 75% of employers using Return to Work programs found them to be highly effective.

Back On The Job

What are some factors employers should consider when developing a Back-on-the-Job program?

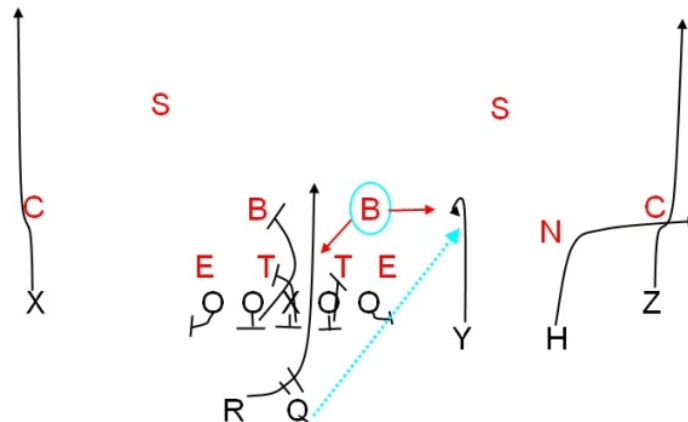
- Developing your process or play-book plan
- Communicating with key players
- Engaging your employees
- Implementation



Back On The Job

Developing your process or play-book

- You will have multiple considerations
 - Department and shift needs
 - Process flows to be followed when injuries occur
 - Emergency plan that includes directions for getting medical help and list of phone numbers for key contacts
 - Communication plan between all parties



Back On The Job

Communicating with key players

- Appoint a program coordinator
- Begin training managers and supervisors on your plan for a Back-On-The-Job program

Back On The Job

Engaging your employees

- Focus on communicating the benefits of a Back-On-The-Job program
- Incorporate the plan into your Employee Handbook
- Continue to educate employees



Back On The Job

Sample Back-On-The-Job Program Policy Language

In fulfilling our commitment to provide a safe and healthy working environment, a Back-on-the-Job Program has been established for employees who are injured or become ill.

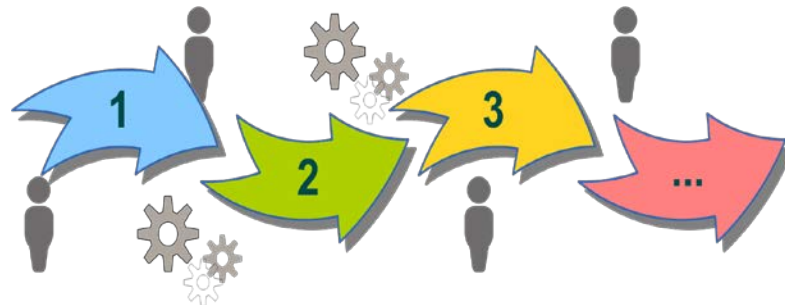
(_____) wants to help the injured/ill employee through early rehabilitation and placement to benefit both parties. This program provides gradual and consistent rehabilitation for employees.

(_____) will help the injured/ill employee get back on the job in the original position where they were employed at the time of the injury as rapidly as possible. If the original department is unable to place the employee in a suitable position, the Company will identify an appropriate position in another department. All attempts to place the employee in another area must be done in cooperation with managers, employees, and the employee in an expedient manner. Any personal information will be held in the strictest confidence.

Back On The Job

Implementation

- Your plan is an improvement, not perfection
- Continue to communicate with Back-on-the-Job program meetings
- Remember – THANK YOUR EMPLOYEES



Biggest takeaways:

- Communicate the plan
- Engage your employees
- Implement
- Train

Thank you!

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