



Schneider Electric

From 1836 to today, Schneider Electric has transformed itself into the **global specialist in energy management**. Starting from its roots in the iron and steel industry, heavy machinery, and ship building, it moved into electricity and automation management. After 170 years of history, Schneider Electric has become today the solution provider that will help you make the most of your energy.

As a **global specialist in energy management** with operations in more than **100 countries**, Schneider Electric offers integrated solutions across multiple market segments, including leadership positions in energy and infrastructure, industrial processes, building automation, and data centers/networks, as well as a broad presence in residential applications. Focused on making energy safe, reliable, and efficient, the company's 100,000+ employees achieved sales of more than **\$15.8 billion euros in 2009**, through an active commitment to help individuals and organizations **"Make the most of their energy"**.

> www.schneider-electric.com



The Requirement

Schneider Electric North America was seeking zero accidents. Addressing incidents caused by individuals making mistakes had been a struggle for the company. A number of behavior based safety (BBS) programs were utilized over the years with varying degrees of success. One of the primary concerns was the fact that some BBS processes had negative connotations and fostered the assumption that the employee did something wrong. With SafeStart, it is a positive message: periodic accidents happen to everyone.

SafeStart was initially implemented at one of Schneider Electric's facilities in Toronto, Canada. People were very receptive to the program and SafeStart was integrated into their daily activities. **This initial exposure prompted Schneider Electric to begin the rollout of SafeStart across their North American facilities.**

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The Implementation

Classroom training varied across locations, based on the specific resources and requirements of each facility. At one location, 2 people were certified and conducted all the training. At another location, there were approximately 25 classes for each module and the 10 members of the senior team, including the plant manager and direct reports, each conducted 10-12 classes. Typically classes were conducted once a month. **New hires now receive training for the initial five modules within the first 30 to 60 days.**



✓ Communication and Leadership

Make it personally relevant for employees

SafeStart is non-accusatory and focuses on causation. Driving a car, an almost universal experience in North America, offers prime examples of how SafeStart can identify some of the **contributing causes** of an incident and offer **effective solutions**. In the case of an auto accident, you are in one or many of the states identified by SafeStart. This recognition makes the program personally relevant. Table group discussions, where people share their personal SafeStart stories, reinforce this understanding. Sharing these stories motivates people to participate positively.

Empower your champions

There is a core group of people who are currently responsible for coordinating ongoing training and making the DVDs. An outside firm does the filming. One individual, David, is a recurring presence on the DVDs and he does all the training at his location. **Most of the filming has been done at David's site.** He also participates in the story writing process for the videos. **David lives and breathes SafeStart.**

Once a quarter, or twice a year, < a safety message is provided by the senior team.

Focus on continuous and positive communication

Communication is important and focusing on positive communication is a priority. **Schneider Electric produces in-house DVDs on a quarterly basis using SafeStart concepts.** In addition, they converted their **Accident/Incident** investigation to integrate and focus on SafeStart. The overall intent was to keep the concepts in front of people every day. Schneider has produced DVDs on such topics as ergonomics, lifting, slips & trips and electrical safety. Each 10 minute DVD relates the given safety concern to events **at work and at home.**

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Involve everyone, including senior leadership

Sessions are specifically scheduled to view the in-house videos. This provides the opportunity for manufacturing and logistics personnel to see familiar places and faces in conjunction with a positive safety message. In addition, **group safety sessions are conducted every month or every other month.** Frequent safety messages are provided by the senior team. Toolbox talks take place on a continuous basis. Some members of Schneider's office staff have already received training at the manufacturing and logistics sites. **Introduction of the DVDs and SafeStart to the remainder of their office staff is a priority amongst future training initiatives.**



Build a Strong System

Incorporate SafeStart into your overall safety management system

Safety is a guiding principle at Schneider Electric. As Rich Widdowson remarked, “It is what we do. First look at a situation from a safety perspective.” People on the floor are recognizing rushing, complacency and other contributing factors to accidental injuries. **People are thinking more about safety.** It is not possible to determine what part of Schneider’s safety reductions are directly attributable to SafeStart. SafeStart is just one part of the company’s comprehensive, aggressive safety program. They have had some other aggressive safety programs as well, so it is difficult to separate the results. Huge success has been achieved over a 6 year period. In 2002 Schneider’s medical incident rate was 3.6 and it has now been 0.8 for the last couple years.

A company acquired in 2005 had 75-80 doctors’ cases a year and by 2008 the number was reduced to 5 cases. Success was attributed to the introduction of Schneider’s safety programs and the way they do business. Better gloves were selected to protect against sharp materials being handled. Triggering on “rushing” and fighting complacency regarding wearing gloves definitely became a priority. **Procedures and PPE were introduced to emphasize safety on a 24/7 basis.** People were given the option to take their gloves and safety training home to keep them safe.

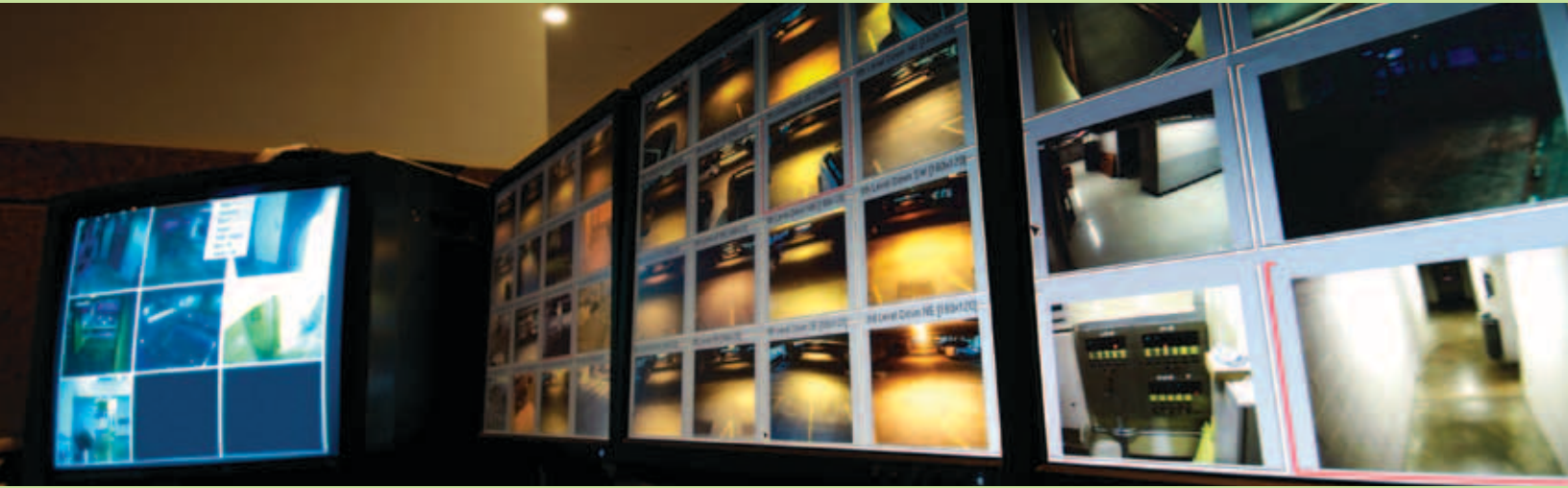
Choices have an impact; it is not a question of bad behavior, the employees need to recognize contributing

factors such as: rushing, fatigue, frustration, and complacency; and critical errors such as: eyes and mind on task, being in the line-of-fire and loss of balance/traction/grip to be safe.

Continued manager involvement in SafeStart is strongly encouraged throughout the company. The goal is to speak the same language and drive the message. **Near misses and first aid injuries are investigated using SafeStart concepts.** People are volunteering information that is expressed using SafeStart principles. A definite reduction in the severity of accidents as well as frequency has been seen.

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Taking SafeStart Home

Taking SafeStart Home DVDs have also been shown to all of Schneider's people. One year they had a contest based on SafeStart stories – each location filmed 4 or 5 of their best stories. The overall winner from amongst all sites was shown across all Schneider locations. Winners received a gift card. The senior team contributed their SafeStart Stories as well. A number of stories from the senior team accompanied the viewing of the selection from the winning site.

> **Mexico was one of the first to re-structure the Accident/Incident form to incorporate SafeStart.**

The ultimate goal is to share SafeStart across Schneider Electric internationally.

SafeStart works across cultures

SafeStart began in Canada and progressed across various U.S. locations and has now been implemented at Schneider Electric's facilities in Mexico. The safety banners were enthusiastically embraced in Mexico and they made their own banners rather than purchasing them. **This provided a highly visible method of incorporating SafeStart into their existing safety culture.** Mexico particularly wanted to make the program their own. Posters and other visuals are being used at most sites in Canada and the U.S. as well. Mexico was one of the first to re-structure the Accident/Incident form to incorporate SafeStart. The format was adopted by the other sites in the wake of their modification.

Plans for the future include the expansion of the footprint of SafeStart. Additional implementations will be scheduled to incorporate locations in North America at Square D and affiliates. Rich Widdowson will be encouraging all businesses within the sphere of his responsibilities to embrace SafeStart. Some foreign locations like Brazil and Spain will also be encouraged to use SafeStart. Within the next year or so, all North American business will be targeted for implementation of SafeStart and then foreign holdings. The ultimate goal is to share SafeStart across Schneider Electric internationally.