



USE THESE QUESTIONS TO GET TO THE ROOT CAUSE OF ACCIDENTS AND OTHER JOB-RELATED PROBLEMS.



A workplace accident is a clue that something has gone wrong, and it may be the first evidence that all is not well. Proper accident investigation can point the way, not merely to condition(s) that cause accidents, but to conditions that contribute to inefficiency, reduced productivity, and higher costs.

The same conditions that cause accidents can cause these effects:

- Damaged equipment and material
- Delays
- Waste, rejects and rework
- Personnel problems
- Customer complaints
- Loss of market share
- Damaged public relations.

Line supervisors can control accident risks.

The Hartford's approach to attacking these "job hindrances" is to make accident control the responsibility of line supervisors. That's because accidents usually result from operating conditions that the line supervisor or team leader can best control.

When a supervisor or team leader views accidents as preventable, undesirable events, he or she is in a better position to control accidents. That can improve total performance, reducing job hindrances that can interrupt or interfere with the orderly progress of the job.

Don't wait for an accident or other incident to occur.

Focus on prevention, identifying and correcting potential accidents before they occur.



USE AN INVESTIGATIVE APPROACH TO IDENTIFY JOB HINDRANCES

A well-designed accident investigation form can be a proactive problem prevention tool. In addition to aiding in the investigation of workplace accidents, the questioning approach is useful for identifying and correcting all kinds of job hindrances.

USING THE INVESTIGATION FORM

 Investigate the job, not the accident, to find out how conditions can be improved. (A sample Supervisor's Investigation Report is attached.)

Start with these questions.

What happened?

Why did you make this investigation? Did an accident occur, or is some other job hindrance present that has the potential to create a job hindrance or a hazardous situation?

Why did it happen?

Get all the facts before attempting to answer this question. The answer will uncover the responsible condition (the root cause of the accident or other job hindrance). Use the "W" questions. And remember to ask these question in the same order as they appear below:

- **First, ask: Why? What?** (Ask these questions first to eliminate unnecessary steps, processes, etc.)
 - » Why does this task, step, process, etc., exist?
 - » What useful purpose does it serve?
- **Next, ask: Where? When? Who?** (Ask these questions to combine or arrange steps or details.)
 - » Where is the best place to do this job?
 - » Where else does this exist?
 - » Where else can I go to get more information?
 - » When is the best time to do this job?
 - » Who is best qualified to do it?

- **Next, ask: How?** (Ask this question to determine how this job can be done better.)
 - » How can this job be simplified?
 - » How can we do this more easily and more quickly?
- **Then, ask: What should be done?** (Ask this question, not to place blame, but to determine a practical solution.)
 - » What should be done to correct the identified problem?
 - » What Equipment, Material, and People items require additional attention?
- **Finally, ask: What have you done so far?**
 - » List your accomplishments and follow-up actions. Be specific. If it was referred to management, indicate when and to whom.

How will this improve operations?

This method “sells” managers, supervisors, and employees on the benefits of accident prevention and control, as well as total operation control. For example, you may find that you can:

- Reduce training time by 15%
- Eliminate 120 broken bags
- Save \$9,524 per year in time and money spent for re-bagging and clean-up.

Although the sample form attached will help you develop a logical approach for asking questions and organization information, you can also just write the five questions on a blank sheet, using the “W” questions to explore which items from Equipment, Material, and People need attention and improvement.

Use this organized approach to investigate all job hindrances, not just accidents.



REMEMBER, ACCIDENT CONTROL = OPERATIONS CONTROL.

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Supervisor's Investigation Report

Name	Age		
Time	Date		
Department	Shift		
Job	How long on this job?		
WHAT HAPPENED? <i>(Describe what took place or what caused you to make this investigation.)</i>			
WHY DID IT HAPPEN? <i>(Get all the facts by studying the job and situation involved. Question by use of WHY, WHAT, WHERE, WHEN, WHO, HOW)</i>			
WHAT SHOULD BE DONE? <i>(Determine which of the 12 items under EMP requires additional attention.)</i>	Equipment Select Arrange Use Maintain	Material Select Place Handle Process	People Select Place Train Lead
WHAT HAVE YOU DONE THUS FAR? <i>(Take or recommend action, depending upon your authority. Follow up; was action effective?)</i>			
HOW WILL THIS IMPROVE OPERATIONS? <i>(OBJECTIVE: Eliminate job hindrances)</i>			
Investigated by	Date		
Reviewed by	Date		