**Job Safety Analysis Training**

**Training and Evaluation**

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*Company*: Gadget Central

*Topic*: Safety Training

*Name*: Job Safety Analysis (JSA) Training

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**Company Background**

Gadget Central was founded in 1924 out of Nashville, TN and began as a single record store. There are now a little over 2,000 locations worldwide. Our main focus is on customer service and product quality. We have come a long way from only selling vinyl and we currently provide a wide arrange of products to our customers including but not limited to: electronics, computers and media (such as CD’s, DVD’s, video games, etc…).

*Vision*

To be the number one electronic retailer in the world while upholding our values and providing exceptional customer service.

*Mission*

As the number one retailer in the world, we strive to provide top quality products to our consumers accompanied with top quality employees and services.

*Values*

Respect our customers and vendors.

Provide our employees with opportunities.

Have fun while being number one.

**Company Strategy (SWOT Analysis)**

*Strengths*

What We Do Well

We have a highly knowledgeable staff who provides great customer service and quality products to our customers.

Our Advantage in the Marketplace

We get to know our customer before we find what they are looking for. We call this our CARE Plus advantage which stands for Contact, Ask Questions, Recommend and Encourage the Sale. The Plus reminds our employees to always allow their own unique personality to shine through.

Our Resources

The Nerd Herd who services computers for our customers is a very valuable asset to our company. Theater Experience is a new and very effective asset which allows customers to hook up the home theater equipment they are interested in and sample the products in a real environment. Our highly knowledgeable staff is also one of our most valuable assets as they are the reason why our customers choose our company.

*Weaknesses*

What We Do Poorly

The organization is lacking in specific departments (not all departments are equally productive) and there have also been more safety issues than normal over the past year; injuries to customers and employees. Some employees are skipping important safety steps in order to get the job done more quickly. However, this is causing a great increase in fines and workers compensation. This may be contributed to lack of supervision and/or poor examples shown by higher management (i.e. not properly securing top shelf items).

Needed Improvements

Gadget Central now needs to put a huge focus on safety and training to avoid accidents caused to employees as well as our customers.

Problems That Could Be Avoided

With proper training, safety should not be compromised and carelessness should be avoided.

Training of Our Employees

We do not believe our employees are poorly trained. However, it is thought that the problem may be contributed to the fact that managers and employees are creating shortcuts in order to get their tasks done more quickly without regard to getting the job done right.

*Opportunities*

Customers Demands

Our customers are now demanding new markets (i.e. home appliances), price matching and game trade-ins; all of which we currently do not provide.

What We Could Be Doing

We could be saving the customer money in a variety of ways which is detrimental due to the declining economy (i.e. price matching and game trade-ins).

Trends/Changes In The Marketplace

There has been an increase in a demand for a higher focus on customer oriented business with exceptional customer service.

*Threats*

What Our Competitors Do Well

Our competitors are very effective at selling their products for very low prices while sacrificing quality which is something we are not willing to sacrifice; making competition very aggressive.

Obstacles We Face

Gadget Central is now facing a few challenges including:

* Our products have higher prices than our competitors,
* We offer too many options and customers get easily overwhelmed,
* We are experiencing a declining economy,
* We have been facing declining sales of merchandise, and
* There has been a tremendous decline in sales of PSP’s (Product Service Plans) and PRP’s (Products Replacement Plans) which account for 80% of our profits.

A Changing Marketplace

The economy is currently in a recession and therefore customers have less money to spend on luxury items and globalization is making it easier for our competitors to sell similar items much more cheaply while neglecting quality.

**Needs Assessment**

Over the past year, Gadget Central’s incidences of injury have gone from 30 to 37 injuries per store for the year within the Northwest Ohio Region from the 2008 to 2009 year on average.

*Organizational Analysis*

Our safety and development team has researched the problem via injury reports, observation, workers compensation payouts and anonymous surveys given to managers as well as employees at all the regional locations to determine what the source of the problem is and what could be done to correct the issue. It has been determined that the source of the problem is the fact that employees are skipping critical safety steps in order to finish their tasks more quickly and this is due to lack of supervision. It has been determined that in order to change our employees behaviors, we must first train managers on how to supervise their employees’ daily tasks properly while understanding how to determine risks in the workplace.

This training will fit flawlessly into our company strategy which demands that we help our employees be the best employees possible by providing quality customer service. This requires a strong knowledge of safety by employees and managers to ensure the safety of all other employees as well as our valued customers. These are the tools we will be providing to our managers via this new safety training.

*Person Analysis*

Our safety and development team has collected information to ensure that our managers are ready for training via our anonymous surveys/questionnaires. It was determined that 89% of managers and 74% of employees are currently willing to take a safety training course in order to boost their safety knowledge base. *Refer to Exhibit 1*.

We utilized the anonymous surveys to determine employees and managers current knowledge base of safety within the workplace. It has been concluded that employees and managers know what hazards to look out for. However, they do not utilize all their safety knowledge when performing these tasks. Therefore, it is necessary to train our managers on how to motivate their employees to implement their safety knowledge into everyday tasks within the workplace.

Input

Managers may not be motivated to go through the training even though the anonymous surveys indicated that they are ready. To compensate for this, we will provide the incentive of hourly compensation for their time spent in the training session and breakfast. We will provide all necessary materials, send out memos and emails about the importance of the training, encourage managers to involve each other in the training material, speak positively about the training to the managers and encourage them to carry a positive attitude over when helping their employees with safety.

Output

We will provide information to the managers about what they are expected to learn during the training, our goals, why we are providing the training and our objectives for the training; this information will be included in the memo as well as given at the very beginning of the session. There will be a goal to reach with regards to injuries; it is expected that the injury rates should fall from 37 incidents to 25 incidents per store on average within this region.

Feedback

We will provide a post test to determine if the managers learned anything and if the presentation was effective. *Refer to Exhibit 3.*

**Rationale for Safety Training**

*Goals*

The goal of the training is to train our managers over Job Safety Analysis. We want our managers to be able to understand the concepts of what this analysis is: how and when to perform one, what to do, what to avoid, the hazards involved, and how to effectively correct the actions or procedures.

Our management team should be able to use this analysis effectively in the workplace. With this training, we will be able to successfully inform our managers on the proper procedures when it comes to completing a task within the workplace; each task in the workplace should then have a Job Safety Analysis.

The goal of this process is to educate all the managers of the region by getting them involved in identifying hazards and developing controls to keep everyone safe within the workplace. The process of a Job Safety Analysis can be applied to any job within the workplace, improve work procedures and make jobs safer and easier to perform.

Our long term goal we would like to reach with regards to injuries is for the average injury rates per location within the region to fall from 37 incidents in 2009 to 25 incidents in 2010.

*Learning Objectives and Topics*

Our objectives we hope to achieve by providing this training include:

* Increased job satisfaction,
* Increased employee morale,
* Increased motivation,
* Increased efficiency in workplace processes,
* Reduced accidents per location,
* Reduced workers compensation payouts,
* Reduced lost time due to accidents, and
* Employee turnover.

All of our met objectives will result in a financial gain for our company.

We plan to train our managers to encompass the ability to break down the Job Safety Analysis into four basic steps and provide them with the tools needed within the workplace to stay safe and keep their employees safe as well. The learning objectives for a Job Safety Analysis will include:

* Select job(s) for analysis,
* Break each selected job into steps,
* Identify the hazards associated with each step, and
* Eliminate or correct the hazards.

*Incentives*

There will be an $18,750 quarterly budget (25 injuries [2010 goal] \* $3,000 average per injury / 4 quarters) for workers compensation and hours paid for lost work time due to injuries per quarter per store within the region. Any monies remaining preceding each quarter will be divided equally amongst all employees of the subsequent location and be added to their check as an incentive to lower the incidence rates. A chart will be kept in each break room to notify employees of how much money has been used to date so they are aware of how much attention to dedicate to the issue. This should help motivate employees to meet the goals we have set for the 2010 year of no more than 25 incidents per location.

**Training Requirements and Content**

*Target Population*

The target population for our training will be middle management managers of the Northwest Ohio Region. This group will have the most immediate impact on affecting the outcome of this training. These managers are the personnel who oversee the employees who perform these tasks on a daily basis.

*Prerequisites*

The prerequisites required for this training are that you must be a manager of one of the 5 Northwest Ohio Region locations and you must understand all of the tasks completed by employees on a daily basis.

*Training Resources Required*

In order to do this training, we will first of all need a room with tables and chairs to present our training. We will also need a computer, projector, screen, pencils, and handouts.

*Capabilities of the Training Providers*

We as trainers and developers for Gadget Central are educated and have experience within the field of training. We understand the concepts regarding all aspects of the Job Safety Analysis process. We also have knowledge of OSHA rules and regulations.

*Learner Materials*

We will be providing all of the necessary materials to the managers needed to complete the training. The managers will be receiving a handouts and all the information needed to be successful in the workplace and will not be required to bring anything with them.

*Special Requirements*

Attendance for all managers of the Northwest Ohio Region is compulsory and they are required to be on-time. Please ensure that all managers come in business casual attire. The training will begin promptly at 7:00am. Please make sure all electronic devices (i.e. cell phones, pagers, etc...) are switched to vibrate or silent mode.

**Actual Training Session**

*Program Outlines*

We conducted an anonymous survey prior to the training and looked at our financial statements for the 2008 and 2009 year. There was a significant increase in workers compensation and wages lost due to injury. To correct this we have set goals for the 2010 year *(specified above under goals)* and we will be conducting a safety training session for managers of the region. We will be following up with a post-questionnaire to determine if our managers have learned the necessary information we believe will save the company money by lowering incident rates. *Refer to Exhibit 3.*

*Administrative Information/Logistics*

Breakfast will be served (fruit, juice, coffee and bagels) in order to help the mangers keep their attention focused on the lesson content for maximum efficiency.

As the training session will only take a minimum of one hour and a maximum of two hours, there will only be a need for one 5 minute break on the one hour mark. It is felt that not taking a short break within a one hour time span will lead to an unsuccessful transfer of training. However, if restroom breaks are needed at any other time by the managers, they are encouraged to take one.

*Objectives*

By the end of the training session, our managers should be able to use the Job Safety Analysis techniques taught within the training session to use at their workplace in order to provide our employees with a safer work environment by hopefully lowering accident rates.

*Ice Breaker*

The first thing that we will need to do prior to the beginning of the training session will be to have an ice breaker. An Ice Breaker is an opening remark, action, etc… which is designed to ease tension. This is extremely helpful when the training is early in the morning because many people tend not to focus or retain information well during the morning hours.

The Ice breaker game we will be using is questions from the television game show Are You Smarter than A 5th Grader. Individuals will be put into groups to form teams. Each group will be then given questions from each of the grades to answer. Most of these questions tend to be general knowledge questions but they will help stimulate the brain as well the managers’ thought process. After being given all the questions, we will go over the answers and determine a winner. The winner(s) will be given a small prize such as a candy bar, fruit, etc.

*Overview of Lesson*

The managers of each location will meet at a central location for the training and the session should take between approximately one to two hours to complete. We plan to inform our managers of the knowledge and concepts regarding a Job Safety Analysis. Understanding this analysis means that each manager will know how to properly identify, prepare and implement a Job Safety Analysis whenever there is a new task and when a Job Safety Analysis is currently in place but needs to be changed or revised.

*Actual Training Content*

The actual training will be conducted in a classroom setting and the estimated time for the total training session will be one to two hours. We will begin class promptly on our scheduled start time with an ice breaker. The ice breaker will get the mood set and this will then lead into the Job Safety Analysis training presentation. The training will consist of a PowerPoint, lecture, group activity and audio/visual learning techniques.

The PowerPoint will inform managers of why we are doing this training, why it is important for us to make changes within the company and how our training will accomplish this when implemented. Managers will be informed of our objectives for the safety training session and the goals we have set for them after the training has been completed *(specified above under goals)*. The managers will also be given the specifics of the incentive program specified previously which we have designed for the locations of the Northwest Ohio Region *(specified above under incentives)*.

The following are all components of the Job Safety Analysis PowerPoint and its subsequent lessons our team will be discussing with the managers:

* What is a JSA (Job Safety Analysis),
* What are the elements of a JSA,
* What is a job,
* What is a task,
* What are the benefits of using a JSA,
* When should a JSA be created,
* The preferred method to use,
* The do’s and don’ts,
* The proper amount of steps,
* The projected hazards,
* Possible corrections, and
* How to develop controls.

There will also be a group activity which will consist of breaking the managers down into smaller groups. They will watch a video of how to change a tire as an example of a JSA and explain how this pertains to our lesson content and how it follows the steps we want them as manager to implement for a JSA. After watching and analyzing the video, the groups will then break down the steps involved in changing a tire and we will then discuss the solutions they have come up with as a whole group.

*Relationship of Lesson to Past and Future Training*

All employees of the organization have had safety training in the past and they know the information necessary to perform their jobs in a safe manner. However, they are not performing the proper procedures due to lack of management supervision. Therefore, we are providing this training session for our managers of the Northwest Ohio Region in order to assist them in requiring their employees to implement the knowledge they currently have within their jobs. This training is supplemental to their current knowledge.

*Conclusion*

We will end the training session by repeating the goals we have set for them during the 2010 year in hopes that they will meet the goals set *(specified above under goals)*. We will notify them again about exactly what is expected of them proceeding the training session and will wrap up with a question and answer session to help clear up any concerns and/or issues the managers might have.

**Evaluation Techniques**

Our objectives for this particular training include:

* Reduction in accidents on site
* Reduction in lost time due to accidents
* Increased job satisfaction and morale among employees
* Increased employee motivation
* Increased efficiencies in processes, resulting in financial gain
* Reduced employee turnover
* Enhanced company image

The best evaluation method for evaluating our training would be through incorporating Kirkpatrick’s Four-Level Framework of Evaluation Criteria *(Noe, 2008, p.201).* We will measure the results through the company’s incident reports to determine if there has actually been a decrease in the amount of accidents on the job.

The way we will conclude if the managers have actually learned anything would be through a pre and post test given at the training. A pre and post-test is beneficial since it is easy to see if the employees’ knowledge of safety techniques has increased or not changed at all. We would also conclude whether the managers found the training useful through an anonymous survey. We will be having a short pre and post-test for the trainees to complete. The pre-test will determine how much knowledge the employees have about safety, and a similar test will be given to them after the training to conclude if they enhanced their knowledge on safety. *Refer to Exhibits 1 and 3*.

The biggest advantage of our training method is that it does not take a lot of time to conduct a pre and post-test. They will show us if the employees have learned anything about the training and if they found it useful. A disadvantage will be that we will not be able to actually determine if their behaviors have changed on the job since we do not have the time or money to “shadow” them on the job before and after the training. We are also unable to retrieve a lot of detail as to what degree the trainees found the training session useful or not.

To compensate, we will be conducting performance appraisals bi-annually after the training to determine whether or not the training is being applied by the managers and employees within the region. We will also be assessing our expenses at the end of the 2010 year to determine if our goal of $75,000 (25 incidents per location maximum) was met. *Refer to Exhibit 2.*

**Learning Theories**

*Social Learning Theory*

The Social Learning Theory is one of the learning theories that apply to our training proposal. This theory emphasizes that people learn by observing other people who they believe to be credible and knowledgeable *(Noe, 2008, p.128).* Since our training session is directed towards managers, it is likely that lower-level employees will imitate the behaviors of their superiors.

According to this theory, learning new skills and behaviors comes from directly experiencing the consequences of using that behavior or skill and the process of observing others and seeing the consequences of their behavior. Several consequences of not following safety guidelines result in injury, potential worker’s compensation costs due to injury, increased turnover and a poor company image. We will be providing facts and figures of why changing the employees’ behavior on the job is mandatory. *Refer to Exhibit 2.*

*Goal Setting Theory*

Another learning theory that applies to our training proposal is the Goal Setting Theory. This theory assumes that behavior results from a person’s conscious goals and intentions. A person’s goals manipulate their behavior by directing energy and attention, sustaining effort over time, and motivating the person to develop strategies for goal attainment. It is believed that if goals are specific and challenging, it will result in better performance and people will be more committed to achieving those goals *(Noe, 2008, p. 130).*

According to the Bureau of Labor Statistics, the number of fatal work injuries in 2008 was 5,071, which represents a 10 percent decrease from the previous total of 5,657 injuries reported in 2007. The range of workplace injuries include falls, assaults and violent acts, transportation incidences, exposure to harmful substances or environments, contact with objects and equipment, and fires and explosions. Unfortunately, Ohio represents one of the 14 states out of 50 that had an increase in 167 fatal workplace injuries in 2008. *(bls.gov)*

Currently, 37 injuries occurred at Gadget Central this past year and which cost the company $111,000 due to worker’s compensation and wages due to lost work time. Our goal is to reduce the amount of injuries to a maximum of 25; costing the company approximately $75,000, a 32% decrease from the previous year. Overall, it would save Gadget Central a total of $36,000 per year (ROI). Since these goals in mind are challenging and specific, we predict that our workers will be committed to achieving or surpassing this company objective. *Refer to Exhibit 2.*

**Importance**

Through research, we have come to conclude that this training is necessary for our company to not only get on the right track for the short term but for the long term as well. Our effective training methods will ensure a good transfer of training with our managers. We will make sure our managers have grasped the concepts that go along with Job Safety Analysis and expect that that Job Safety Analysis training will help build job satisfaction, employee morale and increase motivation for not only our managers but our employees as well.

The improved performance of our managers and employees will lead to a decrease in workers compensation and near miss occurrences. The reduction in time away from work by our employees will lead to a better work place environment and stronger group cohesiveness amongst our departments. The reduction in time away from work and injuries could result in a 32% or more savings compared to last year’s numbers *(Refer to Exhibit 2)*. Saving company money and incidents leads to possible performance awards and a better overall brand image for Gadget Central.

**Training Methods and Transfer Issues**

In our training session, we will be providing handouts to all managers, showing a video for visual learners, initiating a group activity and providing a presentation through PowerPoint and lecture.

One advantage of our training method will be that it’s less time consuming for the trainees and trainers. It will also be less expensive since it will not take a work day away from the employees and the company; as it is early in the morning. The group activity will also increase the likelihood that the trainees will be actively engaged in the training session.

Since we are using multiple training methods for our presentation, transfer will be more likely to occur, even though we are incorporating techniques that produce a low transfer rate; such as lecture and audiovisuals. Since we are also having the trainees participate in a group activity, it will boost morale for the company and they will become more prone to performing better on the job.

**Cost/Projected Benefits Analysis**

In the past year for Gadget Central, the average injuries for each location within the Northwest Ohio Region was 37 resulted in an $111,000 total cost per location; each injury averaging a cost of $3,000. Our goal is to bring the average injuries down to 25 or less incidents for upcoming 2010 year. This will give us a projected budget of $75,000 (a 32% decrease) which will save each location of the region $36,000 per year (ROI). R*efer to Exhibit 2.*

The cost of the training is projected to be $2,000 for cost of manager’s wages and $10,000 for Research and Development. Therefore, for the 2010 year, we hope to save each location $33,600 and approximately $36,000 each preceding year. In the long run, this will be a substantial savings to each location as well as to the company as a whole. R*efer to Exhibit 2.*

**Exhibit 1 – Anonymous Survey/Questionnaire**

Location: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Are you a manager (what is your position in the company)?
2. Do you feel that safety is important? Why?
3. Do you see employees and managers performing their daily tasks in the proper way?
4. Do you understand what the company is expecting of you in terms of safety?
5. Do you feel safe in the workplace?
6. Have you ever been injured on the job? How?
7. Are you willing to learn more about safety within your workplace?
8. Identify some hazards within your workplace for your position?
9. What can you do to avoid an injury or near miss accident from this hazard?
10. How do you report an accident or incident?

**Exhibit 2 – Return On Investment (ROI)**

Current Budget

*Average Injuries Per Year (Per Location)* 37

*Average Cost Per Injury*  $3,000

*Cost Per Year (Per Location)* $111,000

Goal Budget For 2010

*Average Injuries Per Year (Per Location)* 25

*Average Cost Per Injury*  $3,000

*Cost Per Year (Per Location)* $75,000 (32% Decrease)

Savings

*Savings Per Year (Per Location)* $36,000

*Cost Of Research And Development (Regional)* $10,000

*Cost Of Manager Wages (Regional)* $2,000

*Cost Per Location (5 Locations)* $2,400

***Total Saving For 2010 Year (Per Location)* $33,600**

**Exhibit 3** – **Post-Questionnaire**

Location: ­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. What does JSA stand for?
2. Why do we need to pay attention to safety?
3. When should a JSA be created?
4. Compare a job and a task.
5. What is involved with the observation method?
6. How many steps should there be?
7. After determining the steps, what should you do next?
8. After identifying the hazards, what is the next step?

**Citations**

Noe, R. (2008). *Employee Training and Development*. New York, NY: McGraw-Hill Irwin.

(2009). *Census of Fatal Occupational Injuries(CFOI)-Current and Revised Data*. *Bureau of Labor Statistics*. Retrieved 1 November, 2009, from www.bls.gov.