Overcoming the Hurdles of an Ergonomics Program

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Marine Systems $6.7 Billion
Aerospace $8.1 Billion

Leading market positions in Business Aviation and Aircraft Services, Land and Amphibious Combat Systems, Information Systems, and Shipbuilding and Marine Systems
Initial Phase Manufacturing

- Presentation will resume shortly. A video played here during the live presentation.
Life of a Cabinet

How do I get from this... ...to this?
## Life of a Cabinet

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<th>FABRICATION</th>
<th>VENEER</th>
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Ergonomic Risks

Awkward Postures

Repetition

Manual Handling

Standing

Contact Stress

Vibration
COMMON HURDLES
Does This Sound Familiar?

- No budget
- Lack of resources, primarily staff
- Lack of management buy-in
- Ergo is confused with safety
- Stretching is ergonomics
- No champion
- Not enough time to train
- Teams aren’t doing a whole lot
4 Key Items That Help Build a Program

• The importance of a vision statement
• Identifying and influencing key stakeholders
• Gaining buy-in from management
• Building a strong team
GAINING BUY-IN FROM MANAGEMENT
Hurdle 1: Gaining Buy-in

Things we tell ourselves:

- They don’t care about ergonomics
- Management only cares about the bottom line
- They never have money to pay for fixes

Pay attention to when you tell yourself these things.

It’s hard to listen to another version of ‘the story’ when we only seek to hear our own.
Hurdle 1: Gaining Buy-in

What we fail to hear:

• “Our department is extremely tight on budget. Every dollar spent affects our bottom line.”

• “If we don’t meet our deadlines, I’m going to have to answer to some very unhappy bosses and customers.”

• “This is another initiative that’s going to reduce the amount of time my team has to get their jobs done.”
How Do We Bridge the Gap?

1. Meet people where they are
2. Simplify the message
3. Make it doable
One of the hurdles we heard was:

“Too many initiatives to focus on!!!”

- Sustainability
- Diversity and Inclusion
- Safety
- Great Place to Work
- Community Service
- Lean

So we combined them into one.
Seat Rest
The Green Footrest
Local Non-profit
BUILDING A STRONG TEAM
Hurdle 2: Getting Your Team to Perform

What we see:

1. High turnover rates
2. Low participation
3. Few results
4. Personality clashes
What’s Actually Happening

• There are actually 4 stages of team development
  – Forming
  – Storming
  – Norming
  – High Performing
Forming

• The beginnings of the team. This is the awkward phase.
Storming

• Things will start to get bumpy as team members learn each other and conflict may arise.
Norming

Increased work output as team learns to work together.
High Performing

Team is greater than the sum of its parts, built on within team and cross-team cooperation.
High Performing

Initial Phase Challenge Brings Ergonomics Front and Center

Checkstander able to work at an arm's length from the power zone, the area of the body from shoulder to mid-thigh that constitutes where we are physically strongest. All of initial phase's departments have learned the power zones lesson and most made dramatic front of their challenge. According to Russell Roberts, a senior structural mechanic in sub-assembly, "The small things turned out to be big for our workers in the long run. In the zone I am in, we looked at the power zone. I worked a new part and it was a struggle to work with until I backed off and realized I was out of the power zone. The fix was to take myself up to get back in the zone."

The result of their efforts vastly surpassed expectations. In 2015 alone, over 100,000 jobs were analyzed across initial phase, with over 4,300 points being reduced.

"It's an amazing feat they accomplished," says ergonomist Kevin Weisfeld. "Their efforts basically eliminated one high-risk task for every single man and woman in all of initial phase. It's unbelievable!"

In addition to the "50-Point Challenge," G60/CG60 initial phase has had 74 out of 75 employees participate in the ergo core team over the last five years. Of those who participated, 10 have moved to new positions in the company and are now the leaders in ergonomics for their new business units. They are the faces of the programs, understanding the root cause and lead councils in areas such as Product Support, Materials, GEIS, and Advanced Aircraft Programs.

"Initial phase has successfully implemented the program vision of establishing leadership throughout the company in an effort to change the culture," Baedke says. "Our people are our most valuable assets. We have to take care of them," explains Jordan. "The secret to that success was teamwork. All of initial phase were on board and everyone supported each other. The collaborative effort they exemplified provided huge return and a sense of true teamwork."

"We are a team," Jordan says. "Doesn't matter what department you're in or who you report to. This is one company and we need to look out for each other."

Their efforts were recognized by the Ergonomics department with an Ergonomics Mississippi Award for outstanding achievement in business excellence. They were the first business unit to create such a challenge which resulted in significant improvements in team, safety and ergonomics. Initial phase's accomplishment is an example of a world-class ergonomics program, and more important, it is an exceptional example of how applying the values of leadership and teamwork can change a culture. *

Davara Rizzi is Gulfstream's corporate wellness and ergonomics manager.
See You in Nashville

Leadership in Ergonomics: Overcoming the Hurdles of a Program

March 16, 2015
1-5pm

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