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Title

Ready, set, go . . . well maybe

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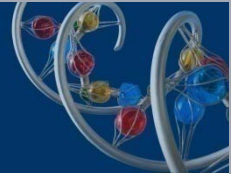
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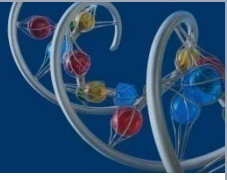
2011-03-26



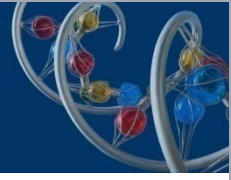
Ready, set, go...well maybe

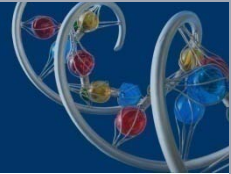
Presented at the
2011 Applied Ergonomics Conference
By **Melanie Alexandre, MS, OTR, CPE**

The work conducted by the U.S. Department of Energy Joint Genome Institute is supported by the Office of Science of the U.S. Department of Energy under Contract No. DE-AC02-05CH112 31

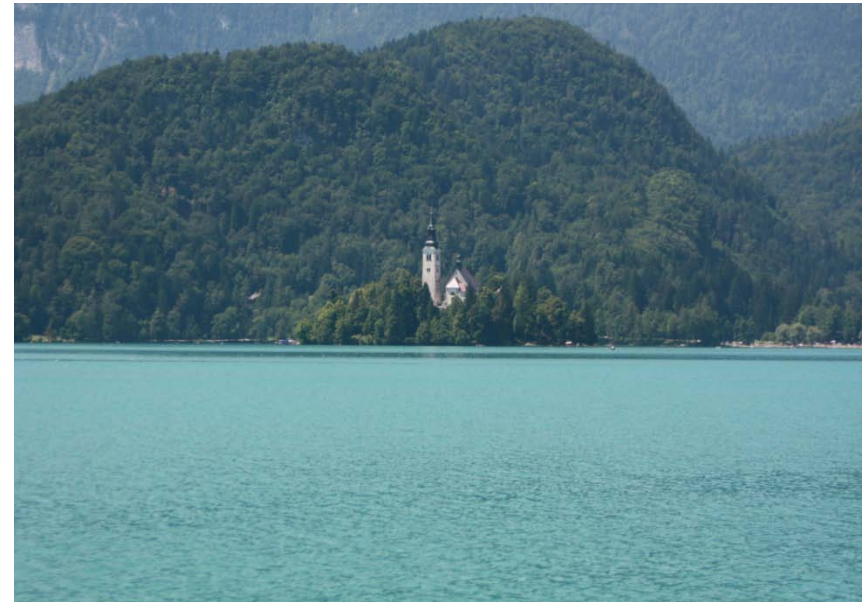


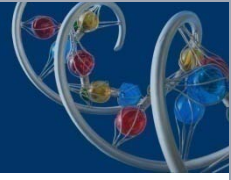
- **Understand organizational readiness for changes**
- **Review benefits and challenges of change**
- **Share case studies of ergonomic programs that were ‘not ready’ and ‘ready’**
- **Provide some ideas for facilitating change**





- **Objective:**
 - **Everyone in your group must get from the island to the shore**
- **Determine what you need to know to decide if you are 'ready' to perform this task**





What were some of your 'readiness' questions?





Perceptions

Decision Making

Work Environment

Staff Characteristics

Mission

Resources

Values

Climate

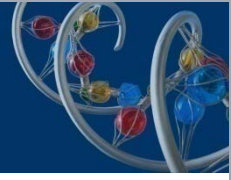


Motivation

Communication

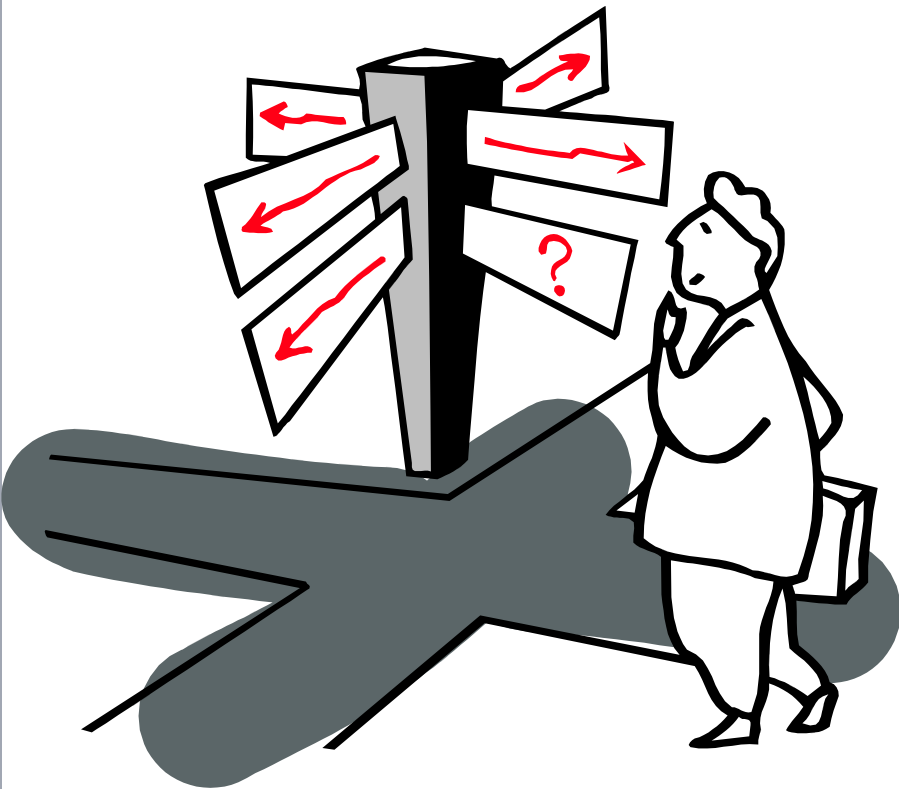


- **Organizations have 20-60% success rate in implementing change**
 - **Strong positive correlation between readiness and successful outcome**
- **Good research from healthcare and substance abuse treatment**
- **Culture, climate, leadership, and attitude are strong influences**

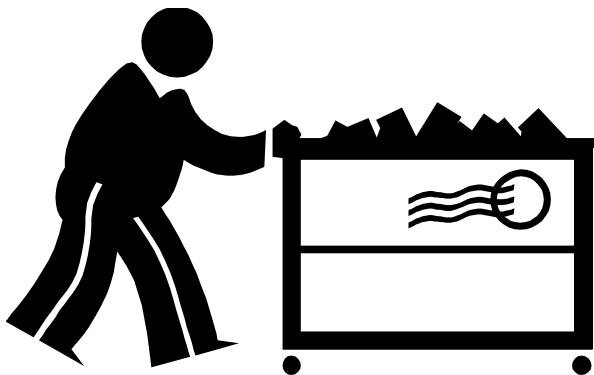
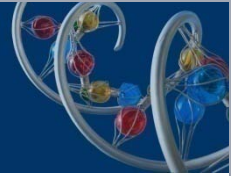


- Why did they contact you?
- How motivated are the management and employees to change?
- Who are the 'leaders' on the team?
- Are there clear goals, objectives, and ways to measure success?

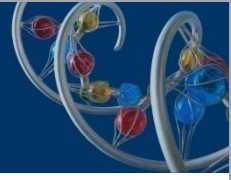




- Is the 'climate' right?
- Can everyone 'swim'?
 - Is everyone on board?
- What obstacles are in the way?
- Are there mechanisms in place that will allow the efforts to be sustainable?



- **Help requested by an employee in a mail distribution center to come identify risks and solutions**
 - **Direct supervisor was supportive**
 - **Senior Management was not!**

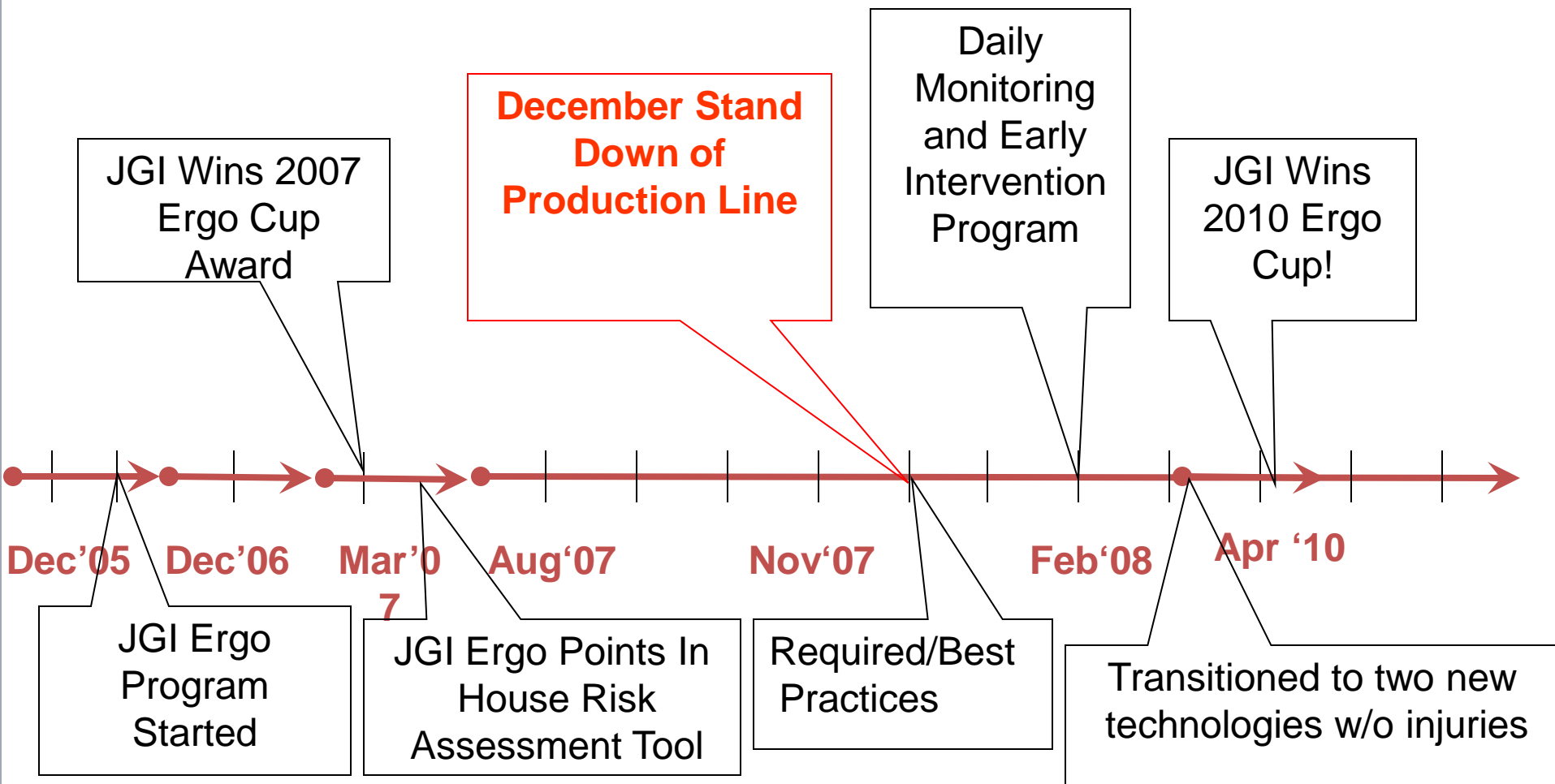
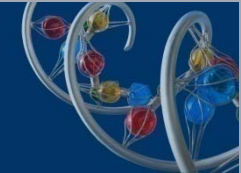


60% staff in computer-intensive office settings



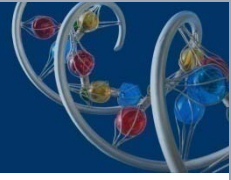
40% staff in hand-intensive production tasks (2 shifts) & R&D

History of Ergonomics at JGI (Dec 2005-Current)



Was this easy... no way!





Engineering designs and solutions

Early intervention

Targets employees
with discomfort
Includes bi-weekly
review meeting

Proactive Efforts

Labs and offices
Monitoring
Walk-about
Comfort surveys



Safety Culture Working Group

Promotion
Awareness
Communication

Training/education

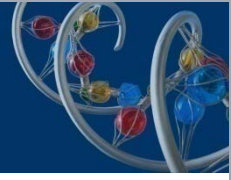
Risk targeted classes
Stretch break programs
Potty training
Website resources

Relaxation/Rejuvenation Room

Ergonomics Demo Room

Work tool and practices

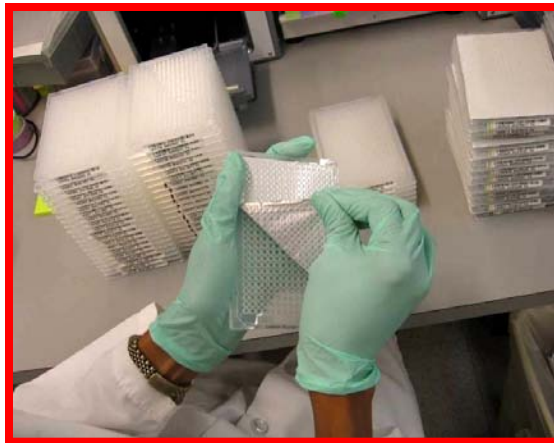
Ergo Points
Required Practices



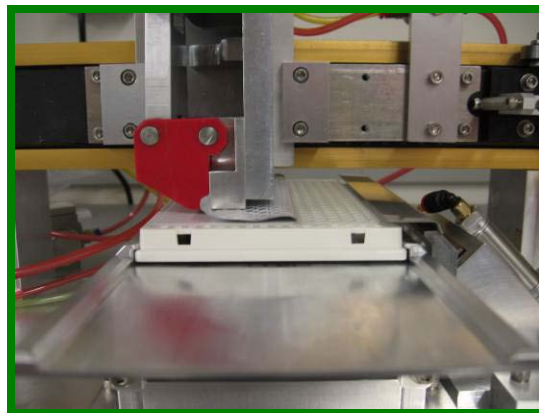
Thermal Cycler Loading

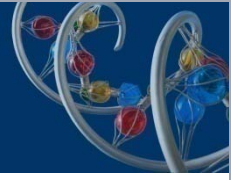


Peeling Seals



Freezer Rack Lifting

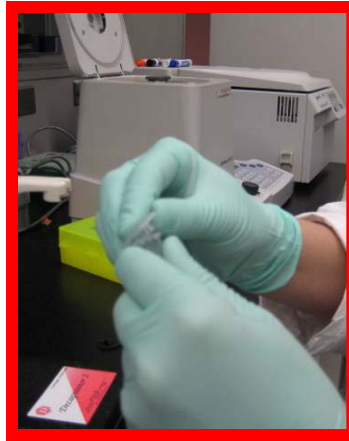




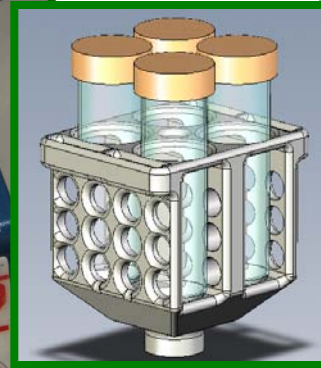
Pipetting



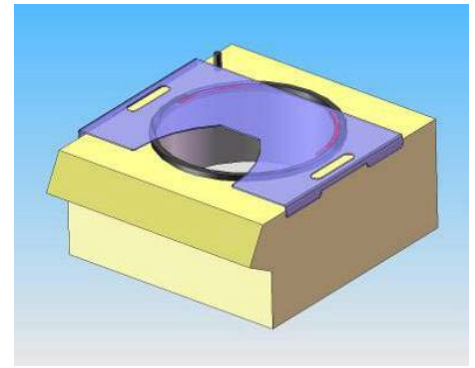
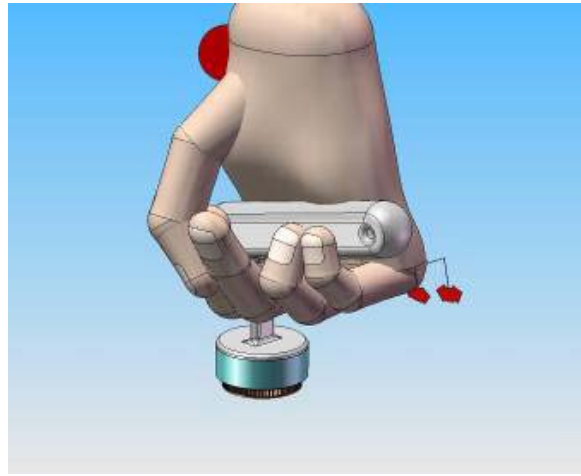
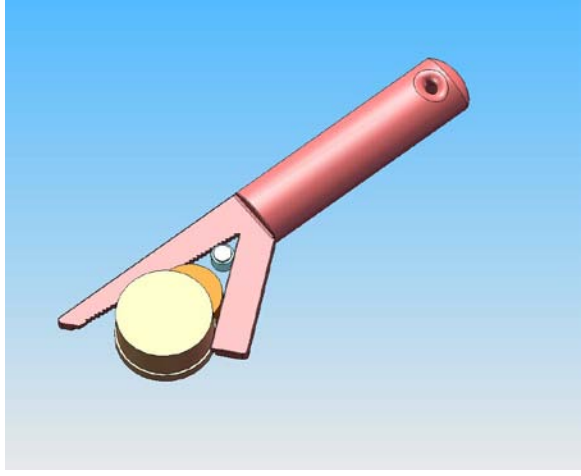
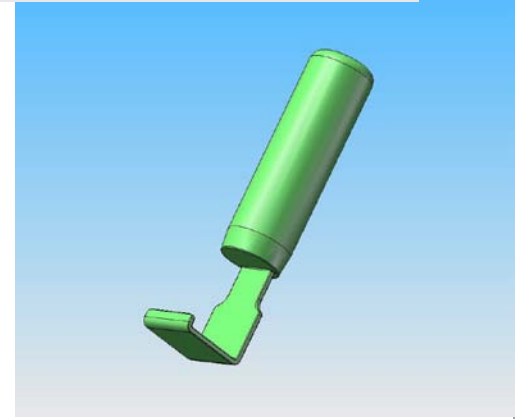
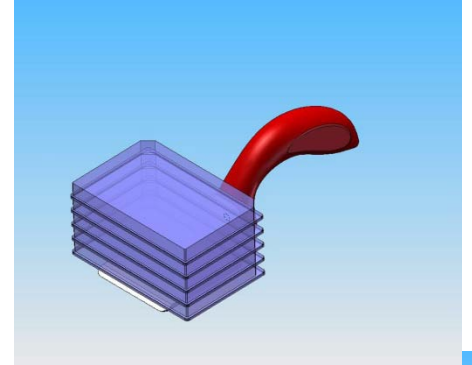
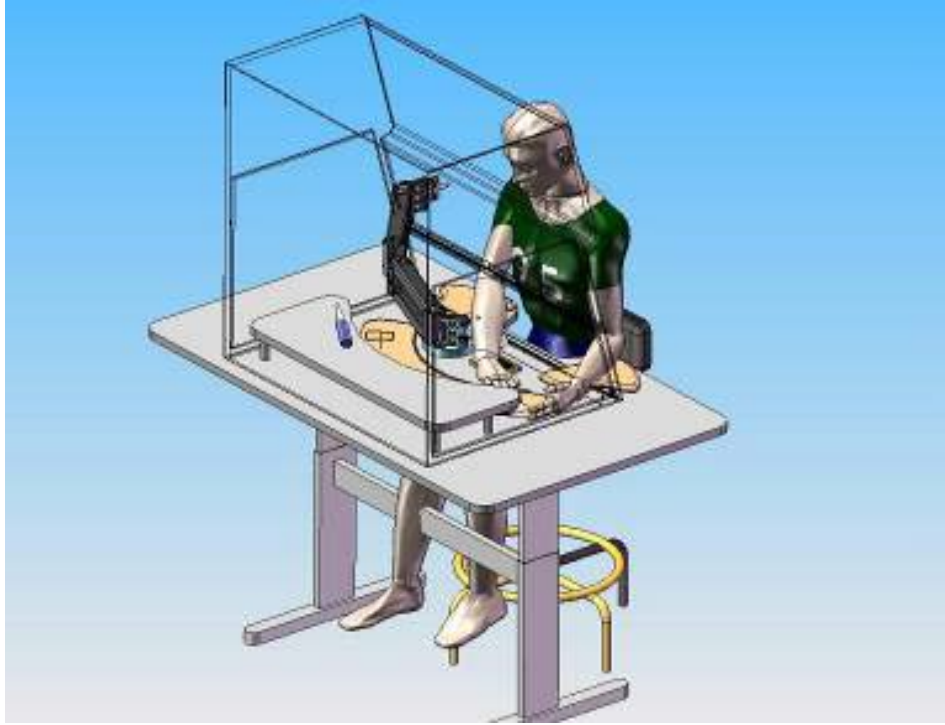
Capping/uncapping

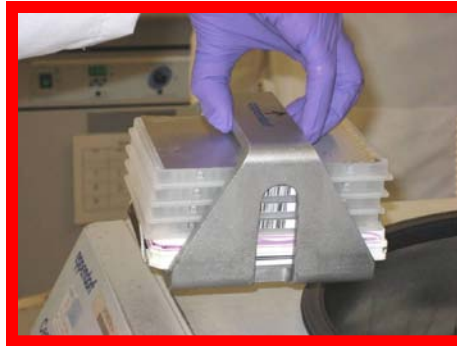
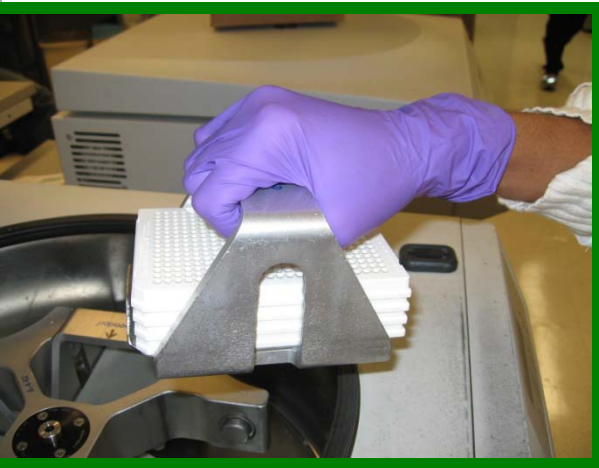
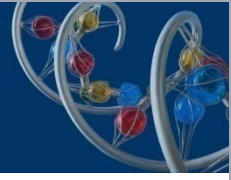


Vortexing



Employee Driven Designs





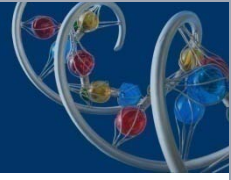


JGI Wins the Ergo Cup Again in 2010!

JGI Competes Again in 2011

It's SO Easy Being Green

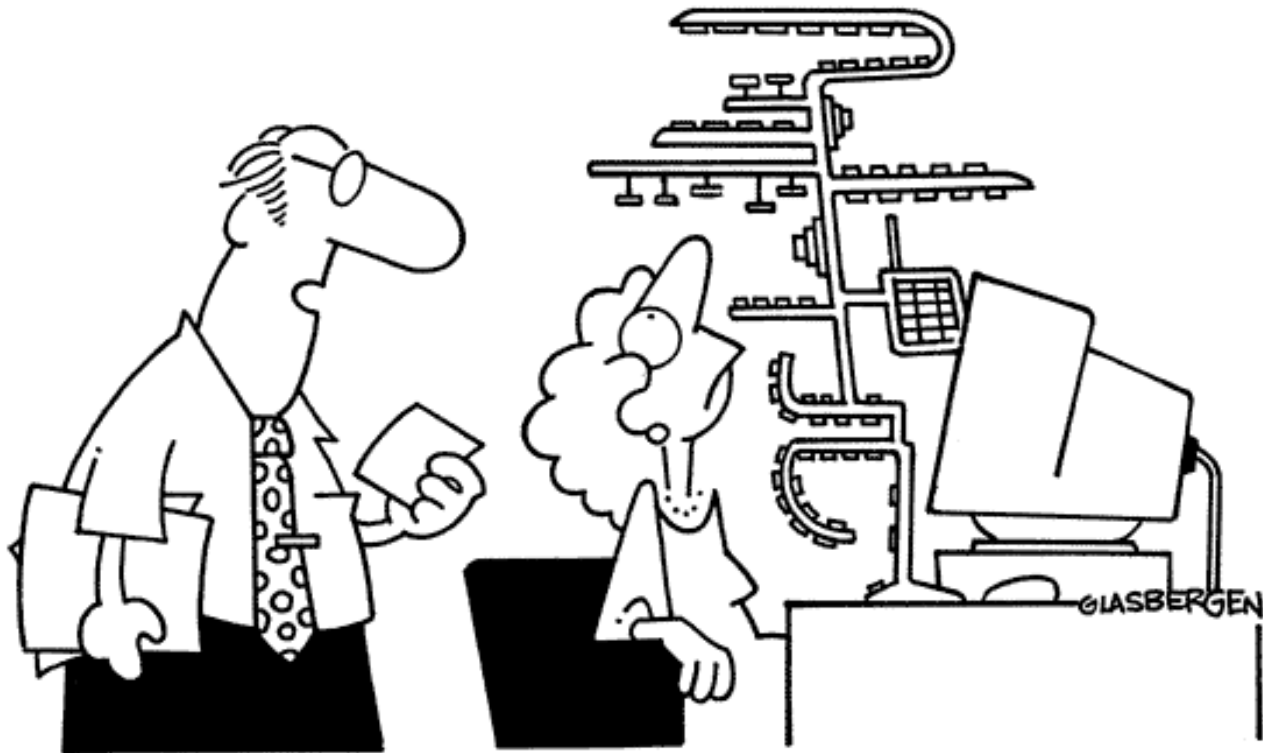




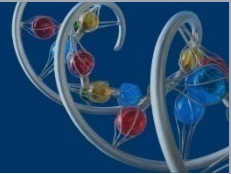
People don't resist change...they resist being changed!



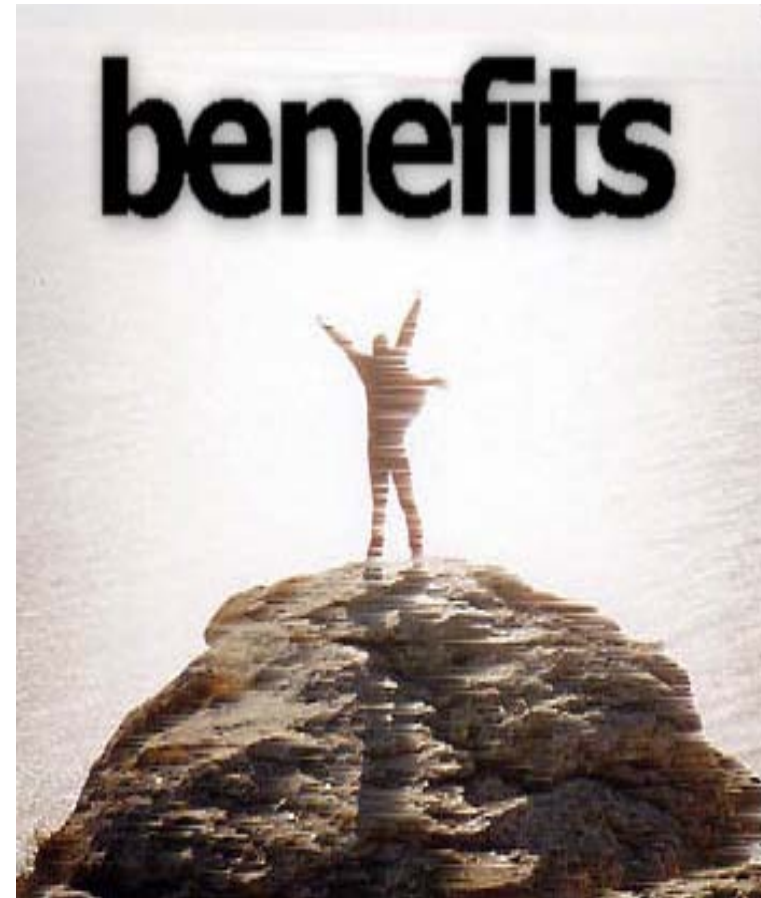
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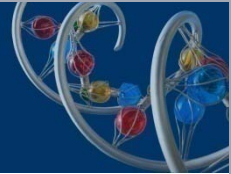


“It’s an ergonomic keyboard. Once you learn how to use it, it will increase your speed by six percent!”



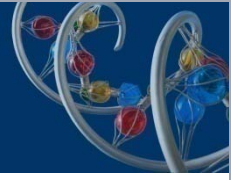
- **Changes in ergonomics program or intervention can lead to:**
 - **Improved efficiencies**
 - Improved productivity
 - Reduction in cycle time
 - Cost savings
 - **Reduction in ergonomics risks or injuries**
 - **Employee satisfaction**
 - **Fostering a culture that promotes/ embraces change**





- **Changes in ergonomics program or intervention can be challenging because:**
 - **Fear of:**
 - Unknown
 - Failure
 - Potential risks
 - **May disagree about the need for change and best course of action**
 - **Lack of trust**
 - Costs may exceed gains
 - May not understand 'why'
 - Conflicting messages
 - **Requires effort**
 - **Lack of participation, leadership, or clear objectives/ goals**

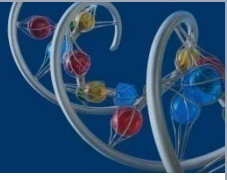
How NOT to get employee participation in changes



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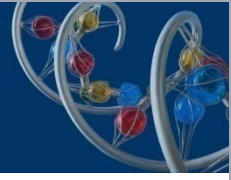


**“Let’s form a committee to create a task force
to develop a team to determine the fastest
way to deal with the problem.”**



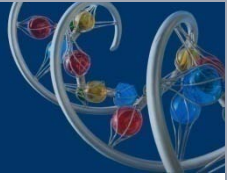
- **Create motivation**
- **Change mindset**
- **Create appealing vision of future**
- **Instill confidence**
- **Establish dissatisfaction with status quo**
- **Leadership commitment**
- **Start small... but think big**
- **Find change champions**
- **Fit with other safety or quality initiatives i.e. Lean, Six Sigma**

Lack of commitment will be very obvious to employees



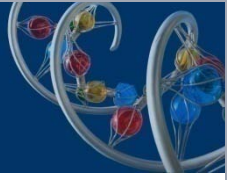
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**“We couldn’t afford faster computers,
so we just made them *sound* faster.”**



- **Have plans to address obstacles**
 - **Involve ‘nay sayers’**
- **Sell, sell, and sell some more**
 - **Communicate**
 - Discuss readiness and obstacles for success
 - **Advertise**
- **Be okay to walk away**





Thank you!

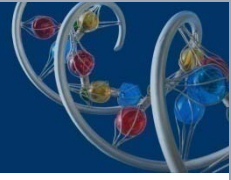
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925-927-2553



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