

## **UPS Delivers Through Behavioral Safety Systems**

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### **About UPS**

Headquartered in Atlanta, GA, UPS started operations in Seattle, Washington in 1907. With revenues over 51 billion dollars and over 425,000 employees worldwide, UPS is one of the largest organizations in the world.

The daily delivery volume, packages and documents, is about 15.5 million packages a day; air delivery volume is 2.1 million per day, and the international volume is 2.0 million per day. That is quite a few packages to be delivered everyday. The UPS service area includes over 200 countries and territories, and they deliver to every address in North America and Europe. The delivery fleet consists of over 99,000 vehicles that include package cars, vans, motorcycles, and tractor trailers. The aircraft fleet is the 9<sup>th</sup> largest in the world with 309 aircraft. Ensuring employees are using safe work methods with operations of this magnitude can present quite a challenge. Even so, UPS stresses safety as their number one value.

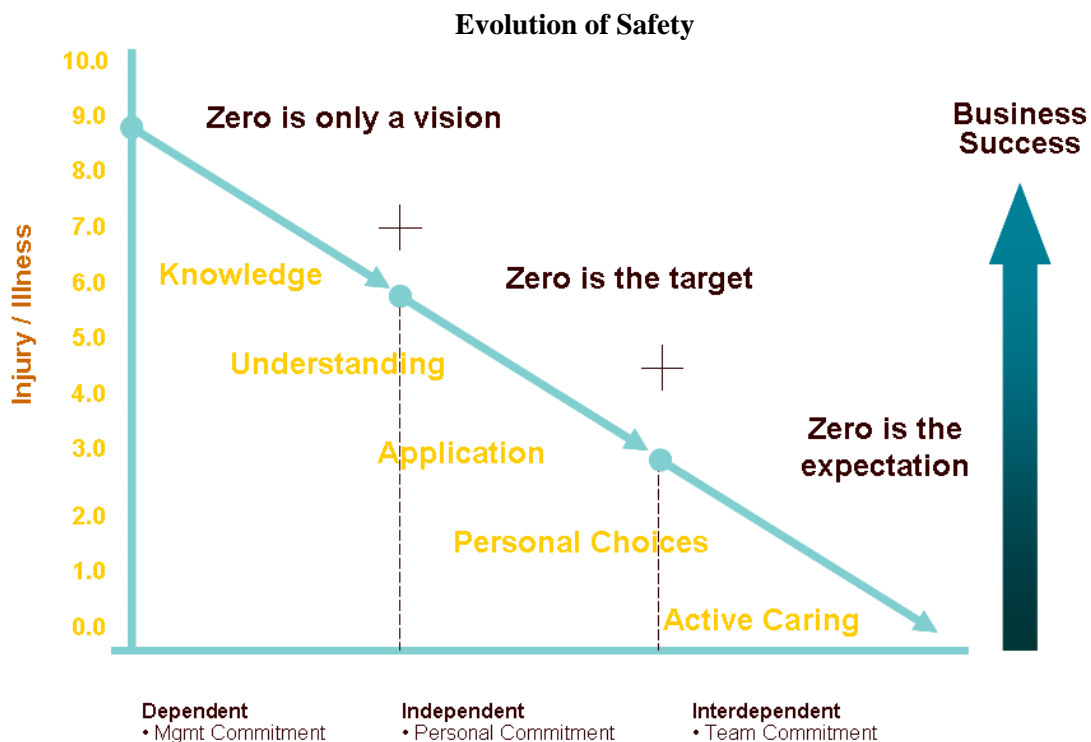
### **Safety Is a Company Value**

In 1910, the founder, Jim Casey, introduced the first safety program with bicycle riders. Safety has been a part of UPS culture since that time. In 1929, UPS developed their first policy for safety. From the *UPS Policy Book* (page 24), “The safety of our people and of the general public is of utmost importance to us. We train our people to avoid injury to themselves and others in all phases of their work. We do not tolerate unsafe work practices. We encourage the involvement of all our people in safety awareness activities and give recognition to employees for safety accomplishments. We are all committed to fostering the most effective safe practices in all our work. By meeting our own high safety standards, we will be contributing to the well-being of our people, our company and the communities we serve.”

This safety policy still exists today, that has not changed. However, UPS safety programs and processes are constantly reviewed and modified to keep up with the speed, challenges and risks of

their business. Recently, UPS evaluated their injury/crash frequencies, safety processes and safety goals in terms of stages of development as depicted in Exhibit 1. In the first stage, their safety process was dependent on management commitment and safety training. They realized they were driven by safety compliance and regulations. The idea of “Zero Employee Injuries/Auto Crashes” was only a vision.

The next stage involved employees demonstrating an understanding of safe work methods and applying those methods. During this stage, web based safety training assessments (as an example) were implemented to validate an understanding of training. To ensure application of the methods, UPS began an observation process. In addition, UPS started a campaign for Personal Choice, “Safe by Choice Not By Chance.” They believe employees have a choice to work safe by following the safe work methods or take their chances with luck. During this stage the managers and employees are committed to the safety process but independently. In this stage, “Zero (injuries/auto crashes) is the target.”



**Exhibit 1 – UPS compares their frequency rate to the stages of development of their safety process – dependent, independent and interdependent.**

To move to the next stage, UPS has encouraged the employees to lead their safety process. Empowering employees to drive the observation process is just one example of involving them. In addition, the feedback portion of the observation process has been emphasized through additional feedback training and measurement. This current stage is fostering Interdependence

and Team Commitment. Now, “Zero (injuries/crashes) is the expectation.” Observations and feedback are very much a part of the UPS culture with employees leading the process.

## **Safe Work Method Observation and Feedback Process**

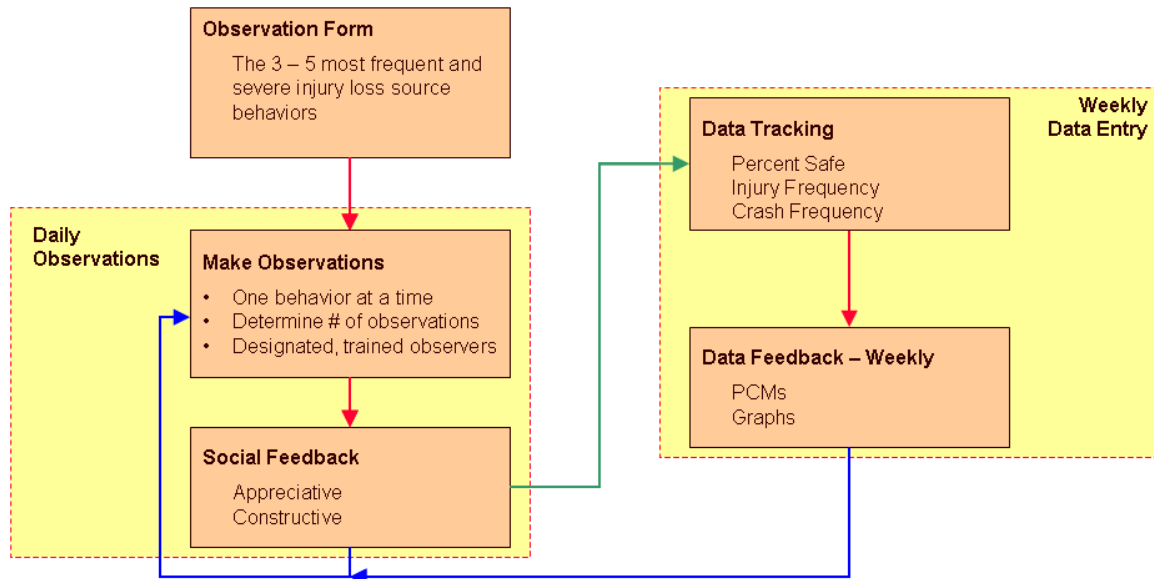
Although the Safe Work Method (SWM) Observation and Feedback Process is inherent to the UPS culture, this development did not happen over night. UPS has been engaging in some level of a behavioral based safety process since the early nineties. As recently as 2004, there were actually two similar but different observation processes with static checklists in place, one that measured feedback and one that did not. In 2006, UPS revamped their employee injury prevention safety training program. In 2007, the Safe Work Methods training program was launched. To support that training and to streamline the observation process, the SWM Observation and Feedback Process was launched at the same time.

Already in existence was UPS’s overall safety program (1995), the Comprehensive Health and Safety Process (CHSP). To make sure these two processes (CHSP and the Observation Process) were not viewed as separate, the SWM Observation and Feedback Process has been integrated into every part of UPS’s safety program or CHSP. As part of that process, each operation is required to have a Safety or CHSP Committee. There are over 3600 Safety Committees at UPS. Every CHSP co-chair (management and non-management) is required to implement and manage the observation process for their operation. To prepare them for this implementation each one is required to complete the two hour Safe Work Method (SWM) Observation and Feedback training. To ensure that they complete the training UPS has an extensive auditing process in place that includes random audits completed by an independent company, and they actually measure the training, review completed observation forms, and interview employees on critical behaviors observed and feedback they have received as a result of this process.

The UPS SWM Observation and Feedback Process is depicted in Exhibit 2. Each CHSP Committee is required to develop an observation form with 3-5 behaviors for inside operations and 10 – 12 behaviors for driving operations. The behaviors are selected based on the most common and severe injuries and/or crashes that an operation is experiencing. A unique feature of this process is the observation form that is created from a spreadsheet in which CHSP Committees select behaviors from a list of over 700 behaviors. Once the forms are developed daily observations are recommended. All levels of managers and CHSP Committee members make the observations and any observer must be trained on how to make the observations and how to provide quality feedback. Each operational division sets the goals on how many observations to make; however, each District of UPS is required to make 120 observations per 1,000 employee work hours. District Managers have a bonus plan tied to this metric, so they are highly incented to support the process. Additionally, UPS has a cost allocation system, Benefit Expense Allocation Report (BEAR), which costs back the average costs of a crash or injury by type to the lowest operational level. This charge back impacts the Profit and Loss Statement for the operation, which is a heavily weighted matrix item.

After observations are conducted, feedback is provided immediately after the observation period. Feedback is measured in two ways, stroke count and management personnel are required to document their specific feedback on the observation form. On a weekly basis each work group should receive feedback on their progress in percent safe for each behavior. From these results,

CHSP Committees develop plans to recognize safe behaviors and address at risk behaviors through safety activities.



**Exhibit 2. This flow diagram represents the UPS SWM Observation and Feedback Process.**

Exhibit 3 demonstrates a SWM Observation Form completed by a CHSP Committee for the Loader job function.

## Measuring the SWM Observation and Feedback Process

UPS measures this process in many different ways. At an operations level, percent safe per behavior for each operation is the most common measure. At an organizational level, UPS measures the number of observations, who makes the observations (by job function), and self check observations. To measure this process, a designated employee such as a committee co-chair enters the observation and feedback data into SAFE. SAFE is a database accessed through the internet. The number of safe, at risk, appreciative feedback and constructive feedback per behavior per operation per job function is entered into this system. The benefit of using an internet based application is that all data is gathered in one place and the input is in a consistent manner. This database facilitates comparing data, monitoring the program and developing more tools in the future.

A unique measurement of UPS is the number of observations made per 1,000 employee hours worked. Their current goal is 120 observations per 1,000 employee hours worked. See Exhibit 4 for the Monthly SAFE Scorecard that tracks this Observation Rate. Looking at this Scorecard, the South Florida District makes 318 observations for every 1,000 employee work hours which exceeds this goal.

# LOADER

**Most Common Injury:** Injured Lifting, Lowering  
 DATE: 8/27/2008  
 WORK AREA (e.g. PD 1) Posi 4

**Job Function:** Air Operations  
**Most Severe Injury:** Injured Lifting, Lowering  
 OPERATION: Air District  
 OBSERVER'S NAME: Jane Supervisor

Observation Completed by (Check One):

X	Manager/Supervisor	Safety Committee	H&S CHSP Mgr/Supv		Liberty Mutual/KETER				
Loss Area	Safe Work Method	Safe	Total	At-Risk	Total	Appreciative Feedback	Total	Constructive Feedback	Total
Lift - Lower	L/L-1: Gets close to the object, works within Power Zone.		12		4		1		0
Lift - Lower	L/L-2: Bends at knees (not at the waist), keeps the natural curve of the back		4		7		1		1
Lift - Lower	L/L-7: Grasps object by opposite corners to establish firm grip		13		0		0		0
Lift - Lower	L/L-19: An object stays over the employee's feet (pivots feet, avoids twisting)		11		5		1		0
Lift - Lower	L/L-28: Seeks assistance when handling over 70s and objects wider than shoulder width		8		2		0		0
Struck By	SB-41: PZ carts pushed with hands placed on the bar/pole and not on side of cart		6		3		1		0

Did you review the Safe Work Methods listed with each employee observed? (Check one)  Yes  No

Comment on the Feedback (Appreciative/Constructive) you provided:  
Provided Jane positive feedback regarding using the handle when moving a PZ cart, pivoting, and working in the Power Zone.  
Provided follow up positive feedback after she corrected her behavior of bending at the waist when lifting.  
 Comment on any other At-Risk behaviors that were observed and corrected, but are not listed on this observation form:  
Observed Jane leaning an irreg against the side of a container. I informed her that we have had a recent injury do to this at-risk behavior.  
She committed to placing any irregs on a PZ cart in the future.

**Exhibit 3. This SWM Observation Form was completed for the Loader job function.**

## Monthly SAFE Scorecard

	YTD	MTD
South Florida District	318.28	318.28
Rocky Mountain District	304.73	304.73
Air District	226.20	226.20
Central Texas District	220.42	220.42
West Carolina District	199.37	199.37
West LA District	196.83	196.83
Metro New Jersey District	194.23	194.23
Red River District	189.45	189.45
Prairie Mountain District	185.31	185.31
Central Florida District	165.57	165.57
Central PA District	155.02	155.02

**Exhibit 4. This monthly SAFE Scorecard is for observation rates from January 2009.**

Also, from an organization level UPS reviews which behaviors are observed the most each month to prevent injuries and crashes.

Item Description	Total Observations
L/L-1: Gets close to the object, works within Power Zone.	332,177
L/L-2: Bends at knees (not at the waist), keeps the natural curve of the back	275,118
SB-12: Faces the flow of the packages at a 30 - 45 degree angle.	127,582
SB-4: Uses load stand when working above shoulder height	123,104
L/L-7: Grasps object by opposite corners to establish firm grip	114,985

**Exhibit 5. The excerpt contains the top five most observed behaviors in January, 2009.**

At an operations level, the management team and CHSP Committee members will manage the number of observations and feedback but they will be most focused on the percent safe of a particular behavior that has been selected for measurement. The following report, Exhibit 6, is an example of a report that the CHSP Committee can pull as a result of inputting data into their internet database.

Week	Number Safe	Number At Risk	Percent Safe	Appreciative Feedback	Constructive Feedback
1	780	182	81	620	180
2	1050	144	88	550	139
3	1028	100	91	0	0
4	605	42	94	0	0

**Exhibit 6. Observation data for “Gets close to the object works within the Power Zone.”**

In the above example report, the committee can make some general observations as to whether percent safe for this behavior is increasing, if there are enough observations and the level of feedback provided. The committee members can then decide how to use their resources to address a specific behavior. The committees can train, provide resource information, plan recognition, plan a competition, etc. based on these weekly reports.

## Conclusion

Through their behavioral based safety process, Safe Work Method Observation and Feedback Process, UPS has empowered their employees to identify critical behaviors to prevent injuries and crashes, address systems that are barriers to those safe work methods, observe and provide feedback and track the observation data. This process leverages UPS’s most valuable resource – their employees – to drive their safety process. As a result UPS has lowered and continues to lower their DART Frequency Rate and Auto Crash Frequency Rate (all crashes per 100,000 hours

driven) while increasing the number of observations (Exhibit 7). UPS believes there is a direct inverse relationship between their reduction in frequency rates and observation activity.

<b>Year</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009 Goal</b>	<b>2010 Goal</b>	<b>2011 Goal</b>
DART Frequency Rate	9.5	7.8	6.8	5.5	5.5	4.9	4.4
Crash Frequency Rates	16.3	14.5	13.2	11.8	9.6	9.4	9.2
Observations	3,248,050	9,278,745	13,065,147	21,973,271	3,100,000 (Jan only)	N/A	N/A

**Exhibit 7. UPS DART Frequency Rates, Crash Frequency Rates and number of Observations per year, 2005 – 2008, and goals, 2009 – 2011.**

## **Bibliography**

UPS. *UPS Policy Book*. Atlanta: UPS, 2001.