



# Continuous Improvement Safety Tools

Solving problems with "Why?" and "CAPA"



# What is a Problem?

*Google Search:* A matter or situation regarded as unwelcome or harmful and needing to be dealt with and overcome.

Some common safety problems include:

- Incidents (Near Misses, First Aids, Recordable, Loss time)
- Repeated or Unexpected Hazards
- Unsafe Conditions
- Individual at risk or unsafe behaviors
- Behavioral trends (group/time behavioral trends)

We'd like to stop problems **before** they occur right?

I.e. Would we rather fight fires or prevent fires?

# Fire Prevention Tool: CAPA

## What is a Corrective Action Preventative Action?

- Improvement efforts to an organization's processes, conditions or behaviors that are put into effect to eliminate or mitigate (reduce) the causes of non-conformities or other detrimental situations.

Simply put: *Let's fix the problem and most importantly, fix it so it doesn't happen again.*

How do we do this easily and effectively? First, find the Root Cause.

- Root Cause:



A screenshot of a dictionary entry for the term 'root cause'. The entry is displayed in a light-colored box with a white background. At the top, it says 'root cause in British' and 'Word Frequency' with three red circles. Below that, the phonetic transcription '(ru:t kɔ:z)' is shown. The word is identified as a 'noun'. The definition is 'the fundamental reason for the occurrence of a problem', with 'fundamental' and 'occurrence' underlined. At the bottom, it says 'Collins English Dictionary. Copyright © HarperCollins Publishers'.



# WHY ASK WHY?

When your kids ask “why?” do you answer, “Because I said so.”

How’s that working out for you?

Why aren’t there anymore dinosaurs?

Because I said so.

Why are there so many languages in the world?

Because I said so.

Why can’t I leave my Legos on the hardwood floor?

Well.....

Here’s WHY asking WHY can be a very powerful tool:

# How to find a Root Cause using 5 Why Root Cause Analysis

- It sounds complex but commonly used simple RCA methods can make it easy to find the underlying, sometimes hidden cause of a problem.
- 5 Why Root Cause Analysis was first popularized by the Toyota Corporation as a reactive process but soon changed to a proactive process. Don't worry it works for Grain and Feed as well!!
- 5 Why literally means ask "why" successively 5 times until you find the root cause.

■ Example:

**Problem** –Speeding ticket on HWY 99

**Conclusion jump** –I'm a rebel.

Why? I was in a rush to get to the office

Why? I woke up late

Why? My alarm didn't go off

Why? The batteries died on the alarm

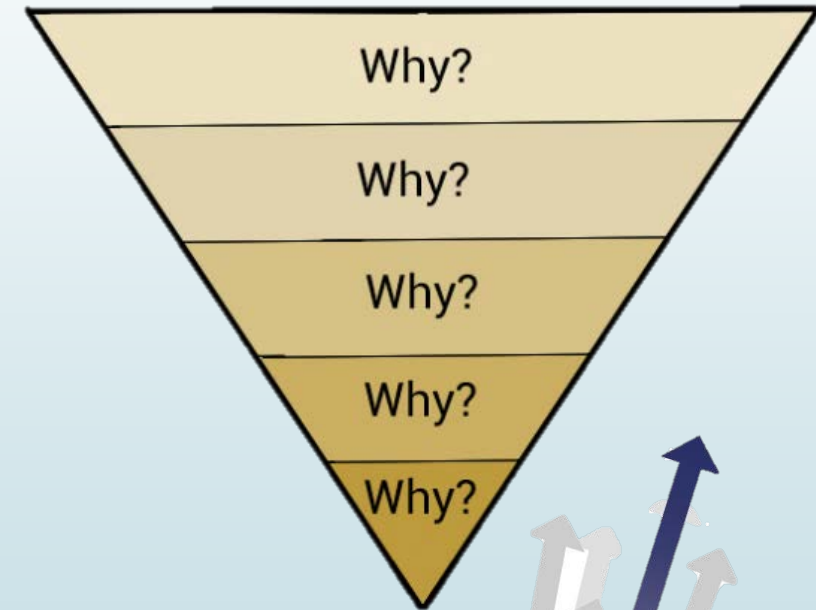
Why? Forgot to replace them

**Root Cause!! CAPA?**

# It doesn't have to be just Safety.

- ▶ Use 5 Why Root Cause Analysis for problems like:
  - ▶ Run out of parts for machinery
  - ▶ Non-conforming product
  - ▶ Parts don't fit properly
  - ▶ Improper instructions
  - ▶ Replacing too many belts on a line
  - ▶ PPE non-conformance trend
  - ▶ Fuses regularly blow
  - ▶ Computer failures
  - ▶ Employee to Mgmt. relations
  - ▶ Seasonal Incident Spikes

Remember!



**CApa**

A stylized graphic consisting of several arrows. One prominent arrow is blue and points upwards. Other arrows are grey and point in various directions, some upwards and some downwards. The arrows are clustered together, creating a sense of movement and direction.



### Near Miss Incident: Pallets Falling from forks.

Summary: When a forklift picked up a set of pallets from the truck, the pallets fell forward. The driver was about to receive disciplinary action for unsafe driving until a 5 Why Root Cause analysis was completed proving the driver was **not** at fault.

**PROBLEM:** Pallets Fell from Forklift

**Why?** The bottom pallet broke in the center, causing the top stack of five pallets to fall forward.

**Why?** The pallet was previously damaged at the exact point where the forklift tip applied pressure when lifting. The driver was unable to see this during pre-lift inspection.

**Why?** There was knotted wood causing splits in the original 2x4. The manufacturer attempted to fix this damage by nailing a small brace to the damaged wood.

**Why?** To save money and avoid scrapping a structurally damaged pallet.

\*Note: These pallets are sent from a company with a guarantee that they are in new and undamaged condition. Re-furbished or "fixed" pallets are not accepted due to the nature of storage and need for strong pallets.

# Using the 5 Why Method post injury

## Injury:

**Problem:** Employee received a lower lumbar back sprain.

First, collect some post incident data. After an incident it's important to collect as many facts as possible before starting the Analysis.

- **Why did the employee receive a sprain?** Employee was using improper lifting and twisting motions while transporting bags of feed. Repetitively twisting with feet planted (no pivot technique).
- **Why wasn't the employee using proper ergonomic techniques?:** Employee was in a rush to get the job done and didn't consider using a pivot technique.
- **Why was the Employee in a Rush?** Employee was more worried about getting the job done then about lifting safely.
- **Why would the Employee be more worried about getting the job done than his/her own personal safety?**

Question: What do you think? CAPA?





# Summary

- ▶ Sometimes the real cause of an issue may be eluding us, using this simple method may help in more ways than you think.
- ▶ 5 Why Root Cause Analysis is used by all kinds of industries to solve problems, prevent injuries and save money.
- ▶ You can use it as an interactive tool for your leads, supervisors or safety committees. Put em' to work solving problems!
- ▶ You may start using this method to solve issues at home. Seriously.

Example: "Why am I in hot water again tonight?"