ISOPA PRODUCT STEWARDSHIP PROGRAMM

“One Step Ahead – 2nd Generation”
How to use the package

Version 2019
How to Use the ISOPA ‘One Step Ahead’ Package – Key Points

- Adapt the content for the customer by walking around the factory with the manager

- Know how to improve the behaviour of people
  - Develop positive motivation
  - Have (or develop) ability to share info rather than to teach

- Develop risk-awareness – be balanced

- Develop realistic and appropriate best practices for the customer

- Know how to deal with challenging or difficult questions
Adapt the Content for the Customer

- Walk around the factory with the manager
- Exchange views on identified behavioural issues and the factory environment with the manager – are there emotional issues such as recent incidents?
- Emphasise that the ISOPA program is about continuous BEHAVIOURAL improvement
- Decide on the issues you need to focus on – for example:
  - Never talk TDI to people handling only MDI
  - Never talk Pentane to people handling only TDI

The purpose of the ISOPA ‘One Step Ahead’ package is **NOT**
- to provide all safety instructions necessary for the site
- to fulfil regulatory requirements
Workplace Tour

- Discuss the importance of management systems
- Assess the current level of behaviour towards safe working with raw materials
- Assess the quality of engineering practices
- Identify any sensitive issues
- Agree on focus and key messages for the training with management
How to Improve Behaviour of People?

80% of accidents are behaviour related

- Develop positive motivation to improve behaviour
- Develop risk-awareness but do not scare people; focus on issues relevant to them such as hidden exposure, maintenance workers, hot surfaces, pressure in disposal – drums
- Offer appropriate Know-How to avoid exposure and to manage emergencies & incidents
The ISOPA ‘One Step Ahead’ package is not a single event, but a process

**Phase 1**
Continuous BEHAVIOURAL improvement starts by all polyurethane raw materials suppliers setting a good and consistent example

**Phase 2**
Share information using the ISOPA presentation materials provided

**Phase 3**
Continuous BEHAVIOURAL improvement requires follow-up and support by the respective customers’ management and by of all polyurethane suppliers

Do not allow “trouble-makers” to dominate or disturb in phase 2 & 3 – Conflict to be identified to and managed in co-operation with site management

*Without continuous follow-up and the exemplary behaviour of suppliers & managers the BEHAVIOURAL improvement process will fail*
Phase 2 Stimulate a Safety Sharing

- Share info and learn best practices
- People handling the chemicals know a lot about their safe use
- Help people to own their specific safety issues
- Make sure to give a clear and understandable message

*Inform, stimulate and convince*
* - and then take it to the conclusion
Phase 2  How to Gain Attention and Optimize Sharing

- Ask people to introduce themselves and their roles

- The ISOPA package contains a set of opening questions to stimulate debate

- Ask people about any incidents using PU chemicals

*Allow people to share their experience*
Phase 2  Safety Dialogue – How to Conduct It

The initial safety presentation should be arranged (with the site manager) to take place in a training room

- It should include about one hour of presentation plus a discussion period – in total a maximum of two hours
- There has to be provision for visual aids
- A site manager must take part
Phase 3  Follow Up

- Regular follow-up safety dialogues should be done by both the raw material supplier’s representative during every visit and the site/factory manager – at the workplace and they should be to the point.
- Do not turn a blind eye on trouble makers – discuss the behaviour or issue, suggest improvements and inform the manager.

_The key is continuous follow-up with the objective to develop ownership of behaviour improvements._
Offer Appropriate Best Practice to Avoid Exposure and Manage Emergencies & Incidents

Use the appropriate elements from the ISOPA “One Step Ahead’ package and other materials (if needed)
# How To Handle Difficult Questions

<table>
<thead>
<tr>
<th>Statement</th>
<th>Response</th>
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<tbody>
<tr>
<td>Do not defend deficiencies in the factory environment, such as missing safety glasses</td>
<td>Such questions have to be forwarded to the manager</td>
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<tr>
<td>Do not defend or comment on management deficiencies, such as allowing people to work without PPE</td>
<td>Consult your own management about such deficiencies</td>
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<tr>
<td>Any question related to bad practices in handling raw materials</td>
<td>Should be fully discussed immediately</td>
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<td>“Killer-phrases” can occur in a large group (e.g. personal protection is only for babies)</td>
<td>Save the individuals face - take it as a joke, but than ask the individual a safety question, allowing him to join the dialogue</td>
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<td>Guidance on typical questions (e.g. Bhopal)</td>
<td>See the ISOPA package</td>
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<td>If you do not know the answer</td>
<td>Tell them you will consult your diisocyanate expert and come back to them</td>
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