



TenSquared Turkey

Final Report – March 2017

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www.tensquaredprogram.org

Partners

Social Accountability International (SAI) advances human rights at work. We are a global, multi-stakeholder, non-profit organization founded in 1997. SAI's shared vision is of decent work everywhere—sustained by an understanding that decent work can benefit business while securing basic human rights. SAI is a leader in innovation and implementation in developing social standards, creating guidance and tools, facilitating learning and capacity building, and convening partnerships to drive dialogue and consensus-based solutions.



The Rapid Results Institute (RRI) is a non-profit organization that works with communities, organizations, and government agencies around the world to achieve extraordinary results in 100 days or less. These projects range from working with more than 60 cities in the United States to increase the pace of placement of veterans experiencing homelessness, to collaborating with the National HIV/AIDS Councils in several African countries to increase the use of voluntary counseling and testing services for HIV/AIDS. The results are achieved by organizing highly choreographed 100-Day Challenges that enable individuals in carefully designed teams to achieve new levels of innovation, collaboration, and execution. The choreography leverages RRI's ten years of experience experimenting with principles and methods to empower and enable teams to solve complex problems and to create systems to embed these solutions in their communities and organizations.



About this Report

Social Accountability International (SAI) and Rapid Results Institute (RRI) launched TenSquared in 2014 with support from The Walt Disney Company. The program helps teams of workers and managers find innovative solutions to seemingly intractable challenges in the workplace. It encourages participating teams to move past existing power dynamics and translate shared interest into bold action to solve a specific workplace challenge in 100 days.

This report shares results from a two-and-a-half-year project to scale TenSquared to Turkey. Implemented by SAI and RRI, together with AKUT Institute, the project helped 23 workplaces in Turkey achieve dramatic improvements in health and safety that impacted more than 13,600 workers.

TenSquared Turkey builds on the success of the 2012–14 TenSquared pilot in Brazil, also made possible by The Walt Disney Company. SAI and RRI would like to express their sincere gratitude to The Walt Disney Company for its continued support of the program.

Note: A version of this report was completed for internal use in April 2017. All references to dates and current events reflect that original reporting. This public report was edited for length and clarity in 2019.

For more information on TenSquared, please visit www.tensquaredprogram.org.

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Executive Summary

The ILO estimates that a worker dies from a work-related accident approximately every 12 seconds. In the same time, 142 more are injured while performing their professional duties. The economic burden of poor occupational health and safety practices is estimated to equal four percent of global Gross Domestic Product each year.

Within supply chains, occupational health and safety violations continue to be the most commonly reported issue in social compliance audits.

Business leaders and managers are increasingly aware that improving workplace health and safety can greatly improve productivity and enhance company reputation. Despite increasing awareness of the benefits, action on these critical issues often remains tentative and at times adversarial. Complicated workplace dynamics can make progress difficult, but a major barrier to change has been a lack of effective tools to bring about sustainable results and guarantee long-term impact.

TenSquared provides companies with an innovative solution to this challenge. Created in 2010 by Social Accountability International (SAI) and the Rapid Results Institute (RRI), TenSquared breaks down boundaries between workers and managers, encouraging them to work together in teams to tackle health- and safety-related challenges in their company. It is based on the theory that managers and workers have a shared interest in improving working conditions and ensuring the sustainability of the company's business model. Teams select ambitious goals to pursue over the course of 100 days, during which workers learn new skills such as stakeholder engagement, root-cause analysis, project planning, and risk mapping.

In partnership with the AKUT Institute, SAI and RRI launched TenSquared Turkey in 2014. The results are inspiring, powerful, and, in some cases, lifesaving. Emergency evacuation times were reduced dramatically, accident risks were reduced or eliminated, workplaces were made more ergonomic, workers were empowered, and individuals from all levels of the workplace worked together to drive change.

Over the course of this pilot, TenSquared succeeded in transforming workplaces and building dynamic relationships between workers and managers. We look forward to continuing TenSquared in Turkey and around the world.

Snapshot: TenSquared Turkey



Population:
74.93 million

Exports:
150.1 billion in 2016

Work-related accidents:
172 per day

Work-related deaths:
4 per day

23
projects

13,600+
employees benefited

220+
workers and managers
directly trained

16
workshops

19
companies

Apparel
Chemicals and Pharmaceutical
Electronics
Food and Beverage
Heavy Machinery
Insurance
Operations
Packaging
Service and Call Center
Steel and Iron Production
Shipping
Toys

14
local coaches
trained

12
industries

91%
of teams achieved their
ambitious goal within
100 days.

97%
of the 3,132 surveyed
workers now feel
comfortable sharing
suggestions with
management.

97%
of surveyed workers
believe that their
managers' commitment
to health and safety
improved following
TenSquared.

The TenSquared Methodology

The Challenge

Despite decades of auditing, problems with occupational health and safety continue to challenge workplaces around the world. Clearly, social auditing alone is not driving the positive change needed to create workplaces that meet decent health and safety standards. This challenge often presents itself in two ways:

1. A lack of real ownership in workplaces regarding health and safety issues—often treated as compliance issues rather than business imperatives;
2. And a culture that is not supportive of:
 - I. Worker participation in decisions affecting their health and well-being;
 - II. Collaborative problem-solving between workers and managers;
 - III. And innovation on health and safety issues.

These systemic problems manifest themselves in poor performance on various workplace health and safety issues, including slow evacuation time that can be life-threatening, proliferation of fire hazards, exposure to hazardous materials, ergonomic injuries, and accidents in the workplace.

Our Theory of Change

TenSquared helps companies solve these systemic problems by working to address a tangible and measurable health-and-safety performance issue. TenSquared reverses the logic of other improvement efforts, which conduct training on process improvement and worker participation *in hopes* of solving health and safety problems. TenSquared is geared towards improving health and safety indicators *directly*, while simultaneously building worker participation, encouraging worker-manager collaboration, and improving processes.

TenSquared launches teams of workers and managers on highly choreographed 100-day projects, capturing the power of Team, Goal, and Process (figure 1). Each step of the program is carefully built to support teams in meeting their ambitious goal, sustaining health and safety improvements, and permanently altering the company's worker-manager dynamic (figures 2 and 3).

Figure 1: TenSquared Methodology

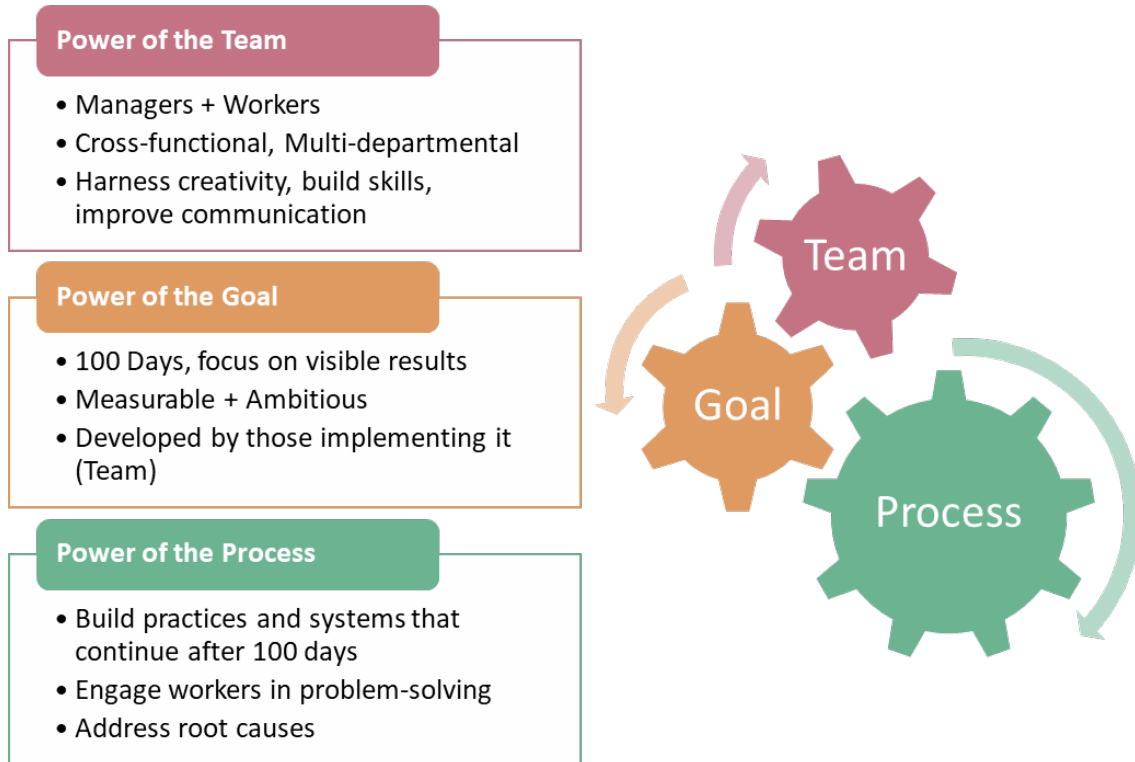


Figure 2: 100-Day Timeline



Figure 3: TenSquared Detailed Timeline



TOOLS

Webinars

Worker–manager team leaders, coaches, and international master trainers come together to discuss progress, challenges, and innovations.

Worker Surveys

Confidential worker surveys are administered during and after the project, helping measure workers' awareness and participation, and collect feedback on the project approach, perceived results, worker engagement, and impact.

Coaching

Worker–manager teams are supported by a local coach. Coaches help troubleshoot technical and teamwork challenges and brainstorm ideas.

PREPARATION

1. Executive Briefing

Two-hour seminar introducing executives and managers to the program and the methodology. Goal: to gain senior leadership buy-in.

2. Team Selections

Five workers and five managers selected to the TenSquared team through peer elections. Goal: cross-functional, multi-departmental representation.

3. Challenge-Area Selections

An Occupational Health and Safety challenge area selected by senior management. The team will focus on this area in their 100-day goal-setting.

IMPLEMENTATION

Day 1: Launch

Two-day workshop bringing together worker–manager teams to jointly analyze their Occupational Health and Safety challenge, set an ambitious goal, develop a 100-day work plan, and build team dynamics.

Day 50: Mid-Point Review

Worker–manager teams review progress to date, share their challenges and successes, develop new solutions and innovations, and plan for the coming 50 days.

Day 100: Sustainability Review

Worker–manager teams reflect on their journey and celebrate their achievements and innovations. They discuss process improvements and ideas on how to sustain the gains made beyond the 100 days.

Impacts and Achievements: TEAM

Health and safety efforts rarely succeed when plans are drawn up by managers alone. Including workers ensures that the process benefits from their valuable day-to-day knowledge and expertise from the factory floor or field. Workers are also more likely to adopt and follow new processes if they are involved in their creation. TenSquared brings together ten managers and workers to improve communication and creativity and affect commitment to drive tangible change company-wide.

Three key impacts include:

Worker-Manager Engagement

97% of over 2,700 surveyed workers now feel comfortable sharing their suggestions with management.

TenSquared breaks down relational barriers, changes attitudes, fosters trust, and establishes communication channels. It promotes teamwork and translates the shared interests of workers and managers into bold action and tangible results.

Organizational Change

81% of workers say that communication regarding health and safety has increased thanks to TenSquared.

TenSquared is designed to improve workplace culture. It enhances workplace communication, management systems, and collaboration, serving as a catalyst for ongoing change and dialogue. TenSquared workplaces often integrate the methodology into their organizational structure and operations.

Professional Development

"Before TenSquared, I was just an operator. Now I'm a repair person, because I know all of the workstation roles. It was a promotion of three levels." – Worker

TenSquared enhances workers' and managers' problem solving, root-cause analysis, and communication. It equips them with skills in public speaking, data analysis, leadership, and conducting meetings.

“ Now, employees will go to management and let them know when there are problems. The culture has changed, employees are more aware of health and safety, absenteeism is lower, and accidents are fewer.

– Manager

Impacts and Achievements: GOAL

Each TenSquared project is designed to produce visible and sustainable results in only 100 days – unlike other change management and capacity-building approaches that can often take six months or a year. This quick pace increases motivation and accountability. The goal is created by the joint worker-manager team itself – further increasing motivation and buy-in for implementing the needed changes.

- **91%** of teams achieved their ambitious goal within 100 days (21 out of 23 teams)
- **22%** of teams surpassed their goal within 100 days (5 out of 23 teams)

Some Goals and Results:

Ergonomics

Goal: Reduce load-lifting weight by 80%, increase workers’ ergonomic awareness to 70%

Results: Load-lifting weight reduced 80% from 800 kg to 160 kg. Awareness increased from 35% to over 70%

Emergency Preparedness and Response

Goal: Reduce evacuation time to 4 minutes

Result: Evacuation time reduced 80%, from over 15 minutes to 3 minutes and 12 seconds

Fire Prevention

Goal: Reduce the number of chemical fire risks by 80%

Result: Eliminated 40 out of the 50 identified fire risks – a reduction of over 80%. The team eventually eliminated all identified fire risks.

Accident Prevention

Goal: Reduce the number of accidents to zero, with a focus on hand-cuts, slip-and-fall injuries, and heat-exposure accidents.

Result: Zero accidents in 100 days, a 100% reduction from previously, about seven accidents per month

Hazardous Substances and Materials

Goal: Improve gas leak identification and receive 500 leak identification calls in 100 days.

Result: 576 gas leak calls received, resulting in improved safety and cost savings. Previously leaks were often ignored.

Work Environment

Goal: Identify and reduce work-environment risks by 80% in 100 days

Result: Eight out of ten work environment risks were eliminated, a reduction of 80%. The team later addressed the remaining risks.

Impacts and Achievements: PROCESS

The TenSquared methodology contains tools for worker-manager teams to analyze root causes of their health-and-safety challenge and identify effective actions. Teams then learn how to turn actions into processes, so their results can be sustained beyond 100 days. The following pages identify activities and process improvements (broken down by challenge area) made by the teams.

Ergonomics

- Used Rapid Entire Body Assessment and security camera footage to identify, evaluate, and prioritize ergonomics risks
- Consulted factory doctors on common ergonomics issues and causes, e.g., heavy lifting, repetitive motion, and lengthy standing
- Introduced Ergonomic “Chairless” Chairs
- Adjusted height of production line stations to reduce strain on workers’ backs
- Rotated work to reduce repetitive movements
- Surveyed workers’ awareness of ergonomics
- Trained workers on ergonomics
- Created informational posters for communal areas
- Shifted material storage to a central location to prevent unnecessary carrying
- Load elevator to carry heavy items
- Modified equipment, structural changes, and changes in operations

“ We began to utilize an unused lift to move heavy axles in the packaging area. This reduced heavy lifting while increasing productivity.

– Worker

Green, yellow, and red cards were issued to workers and managers to encourage adherence to health and safety policies. A green card is a thank you while yellow and red remind of a need for improvement.

Hazardous Substances and Materials

- Produced animated film and posters to raise awareness of gas leaks
- Implemented a new system for responding to leaks
- Established emergency phone line
- Enhanced communication channels for sharing ideas
- Established program for engaging all levels of the organization
- Conducted training workshops and risk assessments, including Training of Trainers

A TenSquared team created a clamp to re-position and protect the left hand while hammering or using the cutter, which led to a significant reduction in the number of accidents.

Accident Prevention

- Conducted engagement and awareness seminars for workers, contractors, and subcontractors
- Factory director communicated the importance of personal protective equipment
- Created emergency procedure posters
- Acquired new fire extinguishers and created maintenance procedures
- Introduced worker-friendly personal protective equipment
- Installed better lighting
- Acquired safer machinery and developed new instruction manuals
- Relocated and rearranged equipment
- Created brochures and posters on accident prevention and safe machinery use
- Introduced an anonymous form for reporting accidents
- Analyzed previous accidents to identify and address root causes
- Developed “near-miss event” reporting system
- Updated standard operating procedures, e.g., keeping floors dry

Maintenance contractors are now required to clean oil and dirt from floors before signing off and receiving payment. This helps prevent falling and other accidents in the factory.

Work Environment

- Produced communication materials on emergency procedures and health and safety
- Formed emergency response teams
- Identified roles and responsibilities for all workers
- Implemented emergency management plans and procedures
- Initiated fire extinguisher maintenance program
- Installed safety covers for machines
- Trained on emergency management plans, ergonomic risks, evacuation, first aid, and emergency preparedness
- Shifted material storage to a safer location
- Produced handbook on work environment risks and best practices
- Initiated logbooks for visitors
- Conducted joint evacuation and emergency plans in collaboration with other companies in the building
- Conducted risk assessments and worker surveys
- Installed transparent curtains at entrance halls to reduce the flow of cold air during the winter

“ We now check all fire response equipment daily. We have procedures for ensuring that evacuation routes are clear, fire extinguishers are pressurized, exits aren't locked, alarm activation buttons are accessible, and emergency lighting is enabled. – Manager

One TenSquared team asked a lifting-jacks manufacturer for training to prevent accidents in the harbor area. They also updated the user manuals.

Fire Prevention

- Implemented complaints management and risk-reporting systems
- Conducted fire-response and risk-identification training
- Logged maintenance reports
- Identified health-and-safety warning signs in high-risk areas
- Established anonymous suggestion box
- Created safe warehouse for hazardous materials and chemicals
- Established “buddy-system” for emergencies
- Conducted risk assessments and surveys
- Formalized worker engagement
- Produced fire-safety booklets for visitors and contractors
- Measured static electricity daily during all shifts

Emergency Preparedness and Response

- Installed fire extinguishers, exit signs, and labeled evacuation routes
- Cleared access to exits
- Developed joint evacuation plans with others in the building
- Placed emergency response equipment in central locations
- Distributed new emergency policies and procedures to employees
- Conducted risk assessments and training for workers and incident commanders
- Tested and maintained response equipment
- Introduced fingerprint and ID scanners to accelerate check-in and check-out
- Automated drop-down of turnstile arms during emergencies
- Conducted worker engagement surveys
- Installed protective bars on storage racks
- Distributed information materials on evacuation routes and rules
- Produced emergency response booklets for visitors
- Began making emergency announcements via SMS, email, and factory monitors
- Established emergency number and a quick access button on desk phones
- Created crisis management groups and crisis centers with communication devices

Impacts and Achievements: Case Studies

Aksigorta: #WeDidIt

The hashtag #WeDidIt is trending on social media every few months—it must be Aksigorta employees doing their evacuation drill again! The 700 staff members of the Turkish insurance company started posting selfies on social media after each evacuation. They wanted to let their friends know that they managed to complete their evacuation in under 8.5 minutes.



Aksigorta's worker-manager team set as their TenSquared goal reducing the company's evacuation time from 17 to 10 minutes. This would be an ambitious 40% reduction in just 100 days. The team tested numerous solutions, including:

- Developing an emergency plan for the building, which all new companies in the building implemented;
- Adding an emergency number on all desk phone screens with a quick access button;
- And, creating an emergency kit containing notebook, ID scanner, and stationary materials.

It was not all smooth sailing. One team member described feeling despondent after they failed to reach their target during their first fire drill. The team leader reminded the team they still had 80 days to achieve their goal, and it was up to them to try different solutions until they succeeded. This mindset of experimentation is something each team member carries with them now that the 100 days are over. The same solutions devised by the team are being disseminated to all Aksigorta facilities in Istanbul.

The Aksigorta staff have also borrowed aspects of the 100-day method to solve other challenges in the company. They now form teams that get together to set a goal and hold periodic check-ins with big reviews on days 50 and 100. "The method works and it is very effective and applicable to all things," said one manager, seven months after completing TenSquared.

Before TenSquared, there was a lack of urgency and seriousness in how Aksigorta staff handled fire safety and preparedness. After the team's efforts over 100 days, staff members now compliment and congratulate each other on how fast they are able to complete each evacuation drill, and they proudly tell the world: #WeDidIt!

Vervo Packaging: A Big Change for a Small Company

Small companies often overlook the importance of occupational health and safety. This was certainly the case for Vervo Packaging, a company of only 26 employees, at the start of their TenSquared journey. Despite their small size, staff were taking 24 minutes to evacuate during fire drills and had let unnecessary fire risks go unaddressed.



It took a multi-faceted approach to improve emergency preparedness in the Vervo office.

Some of the solutions the team implemented to achieve their 100-day goal are described below.

- The team held three training sessions on fire evacuation, fire response, and risk assessment. They also conducted evacuation exercises, decreasing the evacuation time from 24 minutes to under 90 seconds;
- The team had alarm system issues during the exercise and were unable to get the alarm to ring—so they improvised and used a motorcycle horn;
- They also managed to make some critical physical changes. They added a barrier between gas pipes located at the front of the building (an area with significant truck movement), thereby significantly reducing the risk of a natural gas explosion due to heat.

The impact of the program is still evident in the way Vervo employees approach health and safety today. The TenSquared team members continue to meet regularly to ensure that the results achieved during the program are not only maintained, but continuously improved. The team conducts drills and trainings at least once a year, always aiming to reach ambitious goals.

TenSquared also brought about a sense of pride in the company. It increased trust between management and workers, and helped them create systems and processes now considered the 'norm' by every employee. Some workers boast that TenSquared should become the standard in every company in Turkey.

Dimes Juice Company: No More Accidents

Before starting TenSquared, Dimes Juice Company had recorded eight to ten workplace accidents per year for three years in a row. Their goal was to eliminate workplace accidents. In the year after completing their 100-day project, Dimes recorded only one accident (2016) and had no accidents recorded at the time of reporting in 2017.

After participating in TenSquared from July-November 2015, Dimes employees were committed to embedding the progress they had made and continuing to improve.

According to its management and human resources team, the lessons learned have been transferred and adopted into regular workflows. New hires are informed, prepared, and trained immediately on TenSquared methodology when they join.

Acknowledging Dimes' areas of weakness in occupational health and safety, TenSquared was an opportunity that aligned perfectly with its needs. The team identified several effective measures:

- Adjusting nitrogen pressure to avoid explosions of glass juice bottles in the hot-filling line. The team consulted with an outside technical firm to analyze the risks related to nitrogen pressure and modified the machines according to the consultant's report. Ultimately, the nitrogen pressure was decreased and is being controlled weekly by engineers.
- Introducing a 'Contributions and Wishes' desk and forms for workers to submit suggestions anonymously.
- Updating and enforcing use of personal protective equipment, for example gaining support of senior management for new safety boots, educating workers on the importance of safety glasses, and enforcing their use in high-risk areas.

As a result of TenSquared, occupational health and safety and specifically accident prevention have become permanent topics of discussion in Dimes' weekly team meetings. Internal communication has improved tremendously, with workers noticing a decrease in the number of accidents and expressing greater trust in the company. The dramatic drop in burn accidents also likely reduced absenteeism. "The more the company does, the more the workers talk and therefore the company is encouraged to do more," said one manager.



Impacts and Achievements: What Participants Say

Statistics are based on surveys conducted by LaborLink with 2,700 workers during the 100-day projects. Quotes are from TenSquared workshops or interviews with team members after completion. to the TenSquared target issue.



TenSquared Participant Survey

- 81% of participants say that communication about health and safety increased during TenSquared
- 76% say management's commitment to health and safety improved significantly
- 72% said their management is very open to workers' suggestions

"Workers and managers are on the same side and in the same team—so we will continue to freely share our ideas." – *Worker*

"One day a worker wanted to talk to our TenSquared team in person. He wanted to thank us for our efforts during the project and told us that for the first time he was asked for his opinion in the workplace. This was a big lesson for us as a team—we asked ourselves: Why have we waited until today to be asking workers for their input?" – *Manager*

"Not only did we change the perspectives of our colleagues about the importance of identifying and reporting gas leaks, and training them how to do so—we also established a communication and dialogue process between management and workers." – *Worker*

"Before TenSquared, no one reported gas leaks even though workers carried equipment that notified them of leaks. We educated workers of the dangers of gas leaks and created a reporting mechanism, which then led to immediate follow-up. By the end of the 100 days, 576 gas leaks were reported and the facility was already seeing cost savings." –*Manager*

"We have a number of workers who are deaf and work in areas not surrounded by many people. We realized that they may fail to evacuate because they can't hear the siren and if working by themselves, may not realize other people are evacuating. We discussed with these workers to come up with alternative methods for ensuring they would be able to evacuate. We decided to purchase watches that vibrate when the alarm bell sounds." – *Manager*

Key Insights from TenSquared

1. **TenSquared proves the power of worker engagement.** While anecdotal evidence suggests that worker engagement is important and beneficial, its real power has rarely been proven in a quantifiable way. Over four years of implementation, SAI collected data and testimonial on its measureable impact that makes the concept of worker engagement tangible and concrete.
2. **Brand support and encouragement are helpful, but not enough on their own.** We found that pressure or encouragement from brands or buyers significantly helped for recruiting companies to participate. While this support is helpful in getting senior management to agree to participate, it is not a success factor in meeting the goal. The participating company ultimately needs to own the implementation process. Success depends on both workers and managers committing to being a team of equals striving to meet a common, challenging goal with the clear support of senior management.
3. **Success is possible, even in times of crisis.** Several major political, military, and terrorist-related activities, including an attempted military coup, took place during the two-and-a-half-year pilot program. Despite these challenges, TenSquared was largely successful and the local partner group was able to continue recruiting companies, delivering the program, and producing remarkable results. We believe this is evidence of the program's ability to not only succeed in times of crisis, but, in fact excel, at helping companies respond to and ultimately prevent future health and safety crises.



4. **Senior management support is critical.** In fact, it was one of the most significant indicators for success. Management buy-in is one important aspect. This involves getting commitment from senior management at the outset, and is facilitated by brand/buyer encouragement. Ongoing engagement is also important. Senior management must ensure the team has resources, authority, and clearly communicated encouragement needed to meet their goal.



Snapshot: TenSquared around the World



41

projects

36,760+

workers directly
benefited

43

worker-manager
teams

33

workshops

15+

industries

430+

workers trained

93%

of teams achieved
their goal within 100
days.

28%

achieved and surpassed
their goal within 100
days.

29

coaches trained