



INTERVIEW

SODIMAC

Eduardo Mizón, General Manager of Sodimac, speaks about implementing BAPP™ technology in the home improvement warehouse chain.

The Chilean Safety Association (ACHS) has been supporting SODIMAC in several areas throughout their successful years of work together. In the area of Strategic Safety Consulting, ACHS has implemented methodologies from DEKRA Insight legacy business BST— Behavioral Science Technology—an American company specialized in the study and application of behavioral science methods, with whom they have a prolific partnership to implement safety methodologies focusing on leadership, behavior and safety culture.

Sodimac was the first customer with whom ACHS implemented one of the main methodologies from DEKRA Insight, called BAPP™ (Behavioral Accident Prevention Process) technology, which focuses on changing organizational culture and employee's behavior.

They have already implemented the BAPP methodology in five stores and in one Distribution Center. Comments from the company indicate excellent results in the stores where ACHS has implemented this methodology, with an impact not only in the reduction of accidents but also in the culture of safety; which has been reflected in greater commitment, lower turnover and better achievement of sales goals.

Sodimac's general manager, **Eduardo Mizón**, expands on the successful work that has been done together with ACHS in terms of safety and prevention inside the company.

How is safety being developed strategically in your company?

Within Sodimac's strategic priorities, care and safety of our employees and customers are top priority.

In fact, we are closing the third year of working under a Prevention Management System, which aims to organize and standardize all of the work of risk prevention within our stores and logistics centers. It has been a complex process, and not without problems, but we were able to overcome them thanks to the commitment and leadership of our store's operations teams, logistics, people and risk



prevention management, and particularly the support of ACHS, who it is our strategic partner in promoting a healthy work environment free of risk.

In 2014, we fulfilled the commitment and reached level four in the Preventive Management System, for which it was necessary to “evangelize” and “enculturate” each of the employees in prevention behaviors and self-responsibility.

With regards to the retail market, at what level is the company when it comes to safety culture?

It is difficult to establish a position on safety culture, but if we look at the indicators that we usually refer to on this matter, it is a fact that we have made substantial progress in relation to the industry and also in relation to ourselves.

We went from having a lost-time accident rate over 6.5% in 2011 to a projected rate of 3.13% for this year, well below our market competitors. ACHS’s goal was to get to 4%, and since April 2013 we have been below that level, which makes us very happy and, at the same time, engaged in searching the various ways that will allow us to keep these indicators and, why not, go below 3%.

It is possible to achieve a balance between productivity and safety? How?

At Sodimac, we firmly believe that doing work safely should not affect productivity of the individual. We are working on finding the right balance in these two concepts, but the priority is always the job done safely.

Today we are beginning a study together with ACHS and UC (Catholic University of Chile) to review some stores that are increasing productivity and reducing accident rates, and thus find and replicate the variables that are taking us to this “perfect storm.”

Self-responsibility and concern for our employees must necessarily translate into more motivated people, both personally and at work, which at the same time affects the teams’ productivity in a positive way. That is our aim..

What are the main challenges currently in terms of job safety?

In 2014 we faced some negative events like the devastating fire at Nuñoa’s store, which motivated us to stop and check all of our processes, make several adjustments and reinforce some critical areas of operational and store safety systems. It became clear that, in terms of prevention, we can never relax and be satisfied; we always have to have a critical and watchful eye for new developments.

In this way, it is essential that we work together with ACHS on developing action plans to sustain the significant progress we have achieved with BAPP implementations over time, and to replicate this project in all of Sodimac’s facilities that could use it.

I understand that BAPP methodology is focused on generating a change in the organizational culture in order to improve safety. Why did Sodimac decide to get involved in this process?

As I said before, the care and safety of our employees and customers are our top priority, and the strategic alliance with ACHS has been key in moving toward a healthy and risk free work environment .

It is in this context that the process to identify and change patterns of behavior that negatively influence risk exposure, is happening in the five facilities that are implementing BAPP methodologies.

You have been implementing BAPP safety for around a year now. What results are you seeing?

It has been very rewarding to see how this project has won the heart of the stores and facilities in which it is being developed. It has been an arduous process in terms of time invested, but we believe in it and fully dedicated to moving it forward.

We have seen great advances in the stores that have “graduated” (Maipú and Puente Alto), which have improved their accident and severity rates dramatically, as well as having improved their work environment.

Besides the impact on reducing accidents, do you see an impact on organizational culture at the stores? On employees behaviors? On productivity/sales indicators?

This project is implemented from the base of the company and requires both a change in behavior as well as a change in the way in which work is done in the company, so you have to win the trust of everyone. What we are looking for is the self through observation, and that risks are improved with the input from the whole team.

The team of facilitators from each of the stores has done remarkable work and found that they have talent to generate the support needed and provide practical advice for each of their peers.

Thereby, in addition to significant improvements on injury and severity rates, this project has improved team spirit, decreased its turnover and reached companies goals. In addition, during in progress meetings, these teams have told us that they have changed behaviors in their homes that were unsafe.

From your perspective, how can you further involve leaders at the stores to support the BAPP efforts?

The commitment from the company’s leadership team and from each facility is critical to achieve success with this project. It is key that they to allow effective participation for the teams and give them time to interact with the entire team at the store.

This is ongoing and joint work between leaders of each store, employees, DEKRA Insight specialists and Sodimac’s prevention team.

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The support that ACHS is giving also focuses on driving the value of safety.

What is the value for safety at Sodimac today? How do you ensure that safety is part of the operation and not the responsibility of one department?

Progressing towards a safety and prevention culture is possible only when you understand that it is a task that touches every worker of the company. Everybody at Sodimac understands that we must grow responsibly and sustainably, and this is only possible if we are committed to permanent care of our employees and the maintenance of our stores, so we have safer places for our customers, employees and suppliers.

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This is an English translation of a Spanish-language interview that originally appeared in Tiempo Seguro, the corporate magazine of ACHS (www.achs.cl).