

Praise and Paradox: What We Learned from the Brewers Association's Safety Survey

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Goals for this session

- Brewers Association motivation for survey
- Robustness of the survey
- Strengths and weaknesses of the findings
- Conclusions
 - commonplace injuries, safety program management, communication, discipline and reward, and the current state of safety in America's craft breweries
- Take home ideas for your brewery



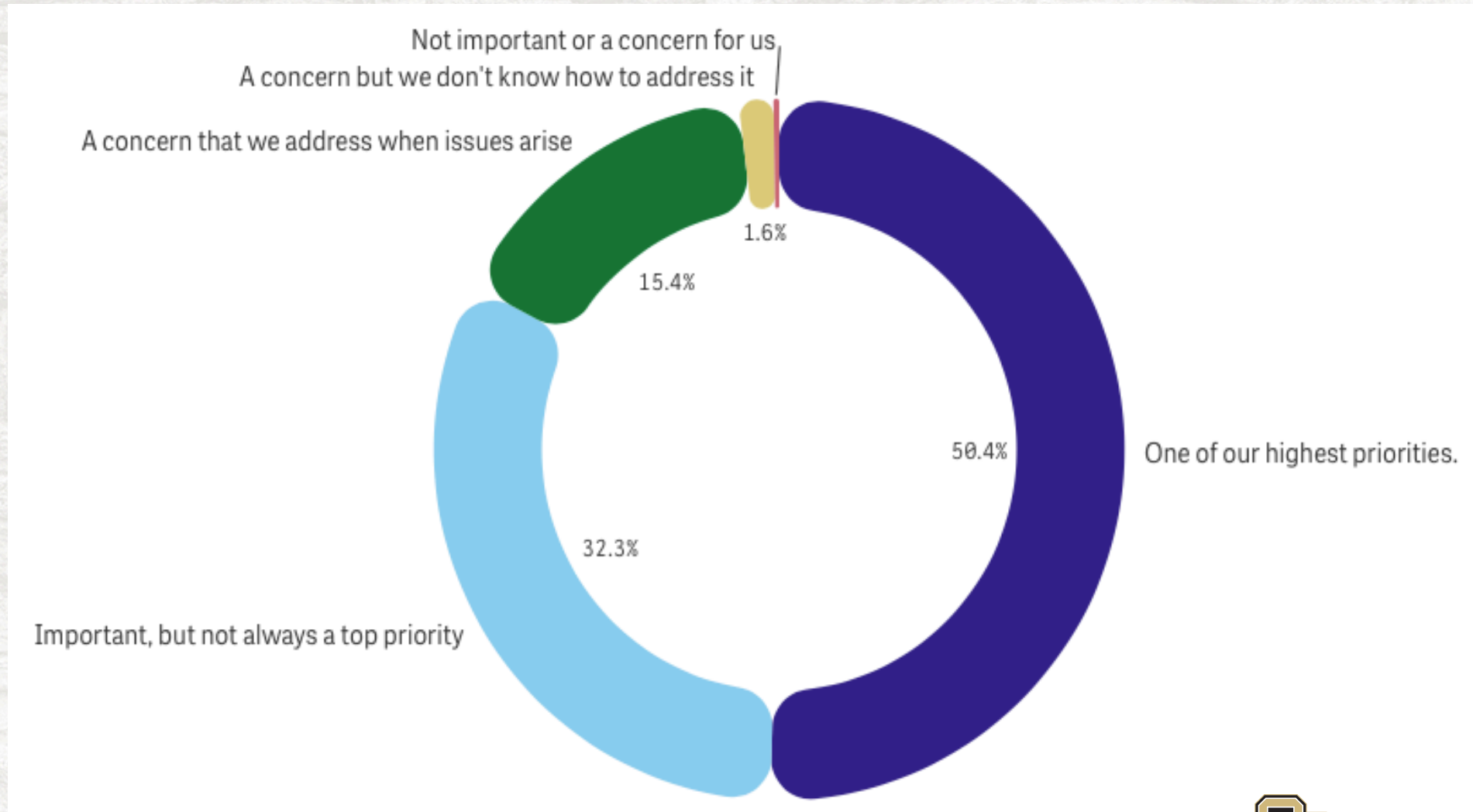
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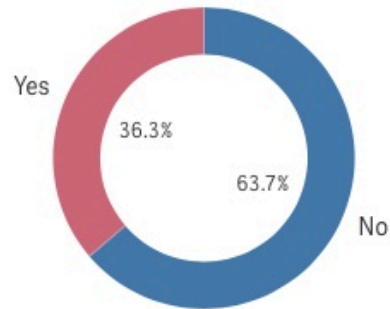
Why a safety study was needed

Currently, at our brewery, safety is:

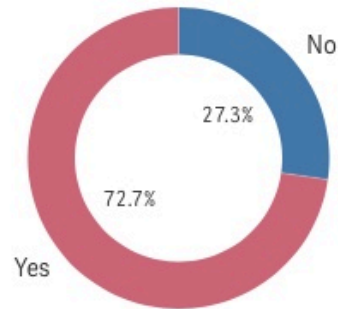


Accident and Injury Experience – Employee Perspective

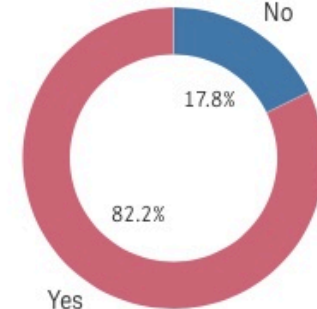
I experienced an accident or injury



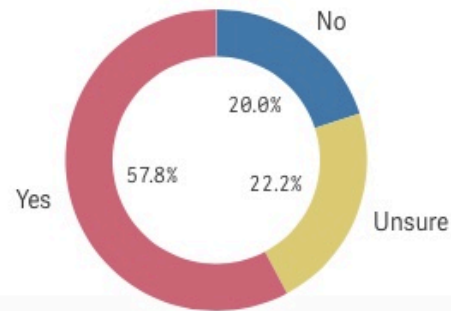
Was it appropriately handled?



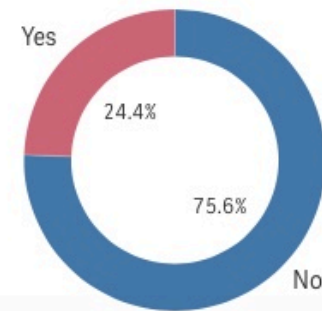
Did you report?



Was it documented by the brewery?



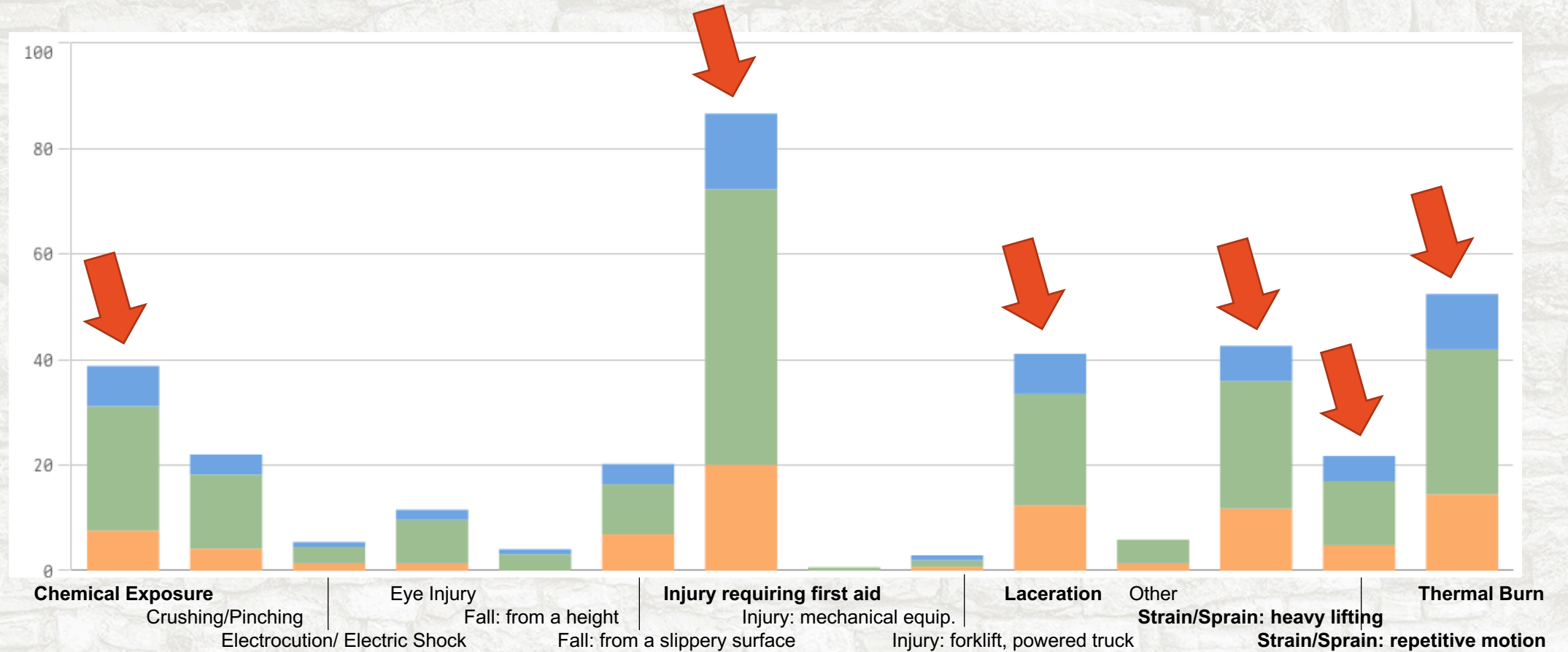
Did you miss work time?



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Accident and Injury Experience



If you remember nothing else...

RESPONSIBILITY

- Employers think they're doing well
- Employees think the employers are not supportive enough
- Clear and consistent communication

SOPHISTICATION

- Brewpubs and micros lack sufficient written programs
- Lack of understanding, e.g. PRCS, LOTO, PIT

DOCUMENTATION

- Deficiencies in training & documentation
- Lack of hazard assessments and written procedures: SOPs

Survey Structure



1

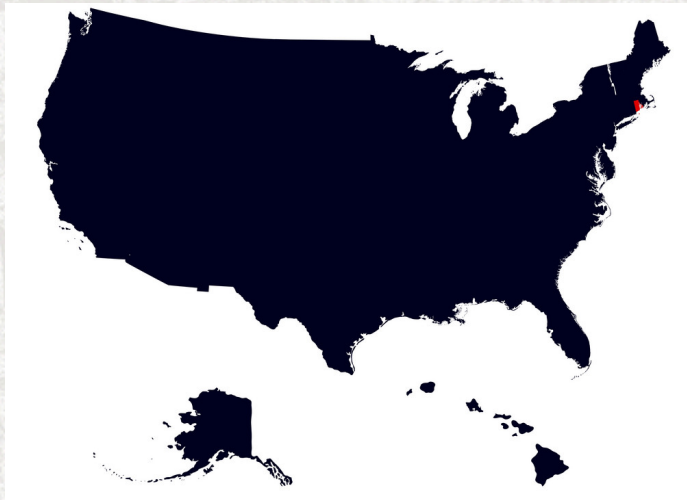
Management Survey

Demographics
Physical Plant
Safety Program
Safety Policies
Safety Culture
Free Response

2

Opt-in Employee Survey

Demographics
Safety Culture
Accident and Injury Experience
Free Response



456 breweries
127 brewpubs
305 microbreweries
24 regional breweries

Who completed the survey: Management

Age

44.2 years

Level of Education

48.5% Bachelor's Degree

Time at Brewery

4.7 years

Role

42.1% Owner
27.9% Brewer

Time Open

5.7 years

Size of Production

50% <2,000 sq ft

Employees

22 employees



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41 breweries
8 brewpubs
29 microbreweries
3 regional breweries

Who completed the survey: Employee

Age

35.2 years

Level of Education

54.5% Bachelor's Degree

Time at Brewery

3.0 years

Role

42.1% Brewer
11.9% Packaging

Time Open

7.5 years

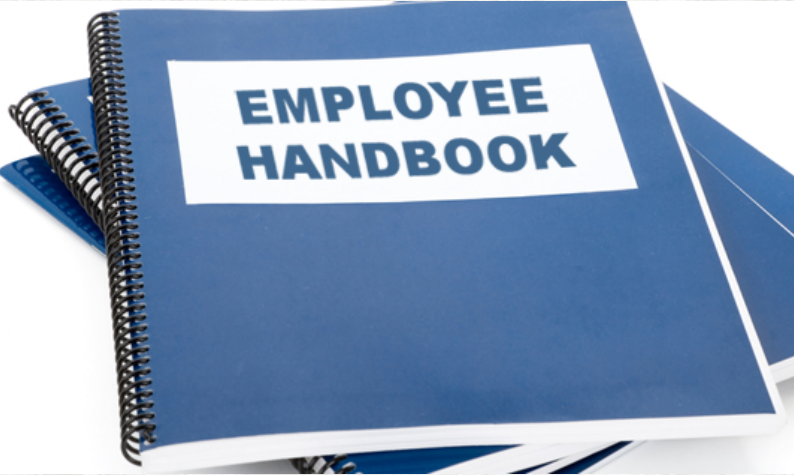
Size of Production

40% <2,000 sq ft

Employees

24 employees





Highlights of what we found

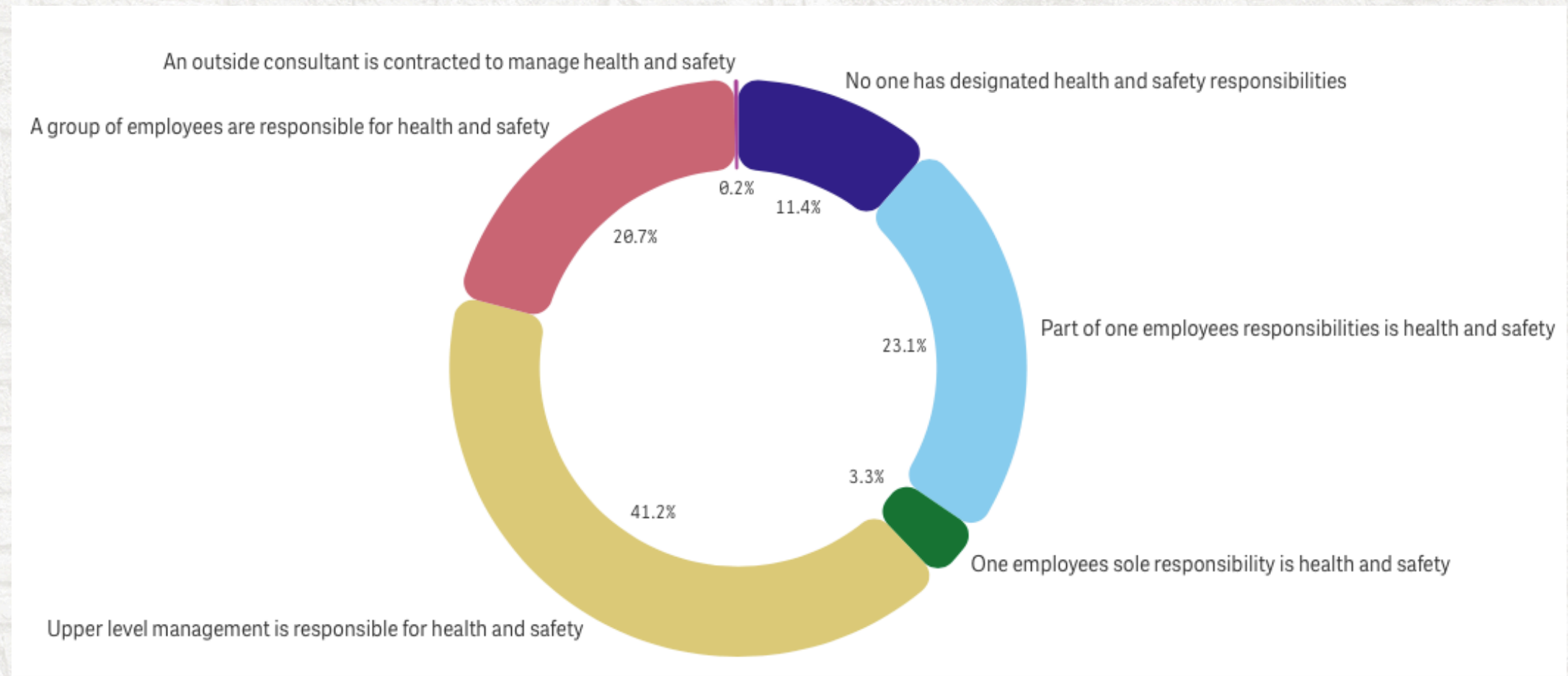


Safety Programs



- Who is responsible for safety, accountability and reporting?
- Is the appropriate equipment available to ensure safe work?
- Is the physical plant laid out for safe work and protection of patrons?

Who is responsible for safety policies, reporting, and enforcement?



Safety Equipment in Brewery:	Brewpub	Micro	Regional	Total
First Aid Kit	97.0%	99.2%	100.0%	98.7%
Personal Protective Equipment	98.0%	98.5%	100.0%	98.4%
AED	17.7%	11.4%	45.5%	15.1%
Fire Extinguisher	99.0%	99.6%	100.0%	99.5%
Eye Washing Station	66.3%	65.8%	100.0%	68.0%
Emergency Shower	21.9%	24.8%	91.3%	28.1%
Emergency Chemical Spill Kit	16.5%	23.3%	86.4%	25.3%
Are hazardous chemicals appropriately labeled?	97.0%	98.1%	100.0%	97.9%
Are chemicals stored in secondary containment (spill pallets)?	34.0%	51.5%	100.0%	49.7%
Are confined spaces appropriately marked?	36.0%	39.7%	82.6%	41.3%
Are your employees required to complete training for using powered industrial trucks?	28.0%	45.8%	100.0%	44.4%

Physical Plant

Do customers/visitors have access to the product and packaging areas?			
	Can pass somewhat freely	Only with a tour guide	Never allowed
Brewpub	2.6%	81.9%	15.5%
Micro	7.6%	79.0%	13.4%
Regional		91.3%	8.7%
Total	5.8%	80.5%	13.7%

The production/packaging and the taproom/restaurant are:			
	All in the same open space	Separated by walls or floors	Separate buildings on the same campus
Brewpub	12.6%	78.4%	9.0%
Micro	20.0%	74.5%	5.5%
Regional	5.6%	66.7%	27.8%
Total	17.2%	75.3%	7.6%

Safety Programs

Summary



- **Praise**
 - Emergency Preparedness Equipment - first aid kits and fire extinguishers
- **Paradox – Small vs. Regionals**
 - Less investment in equipment
 - Less appropriate signage
 - Dreadful compliance with forklift safety
- **Responsibility for Safety**
 - Only 3% of breweries surveyed have a fulltime safety professional
 - 41% rely on a safety committee or team
 - 11% have no one identified as a safety lead

Safety Policies

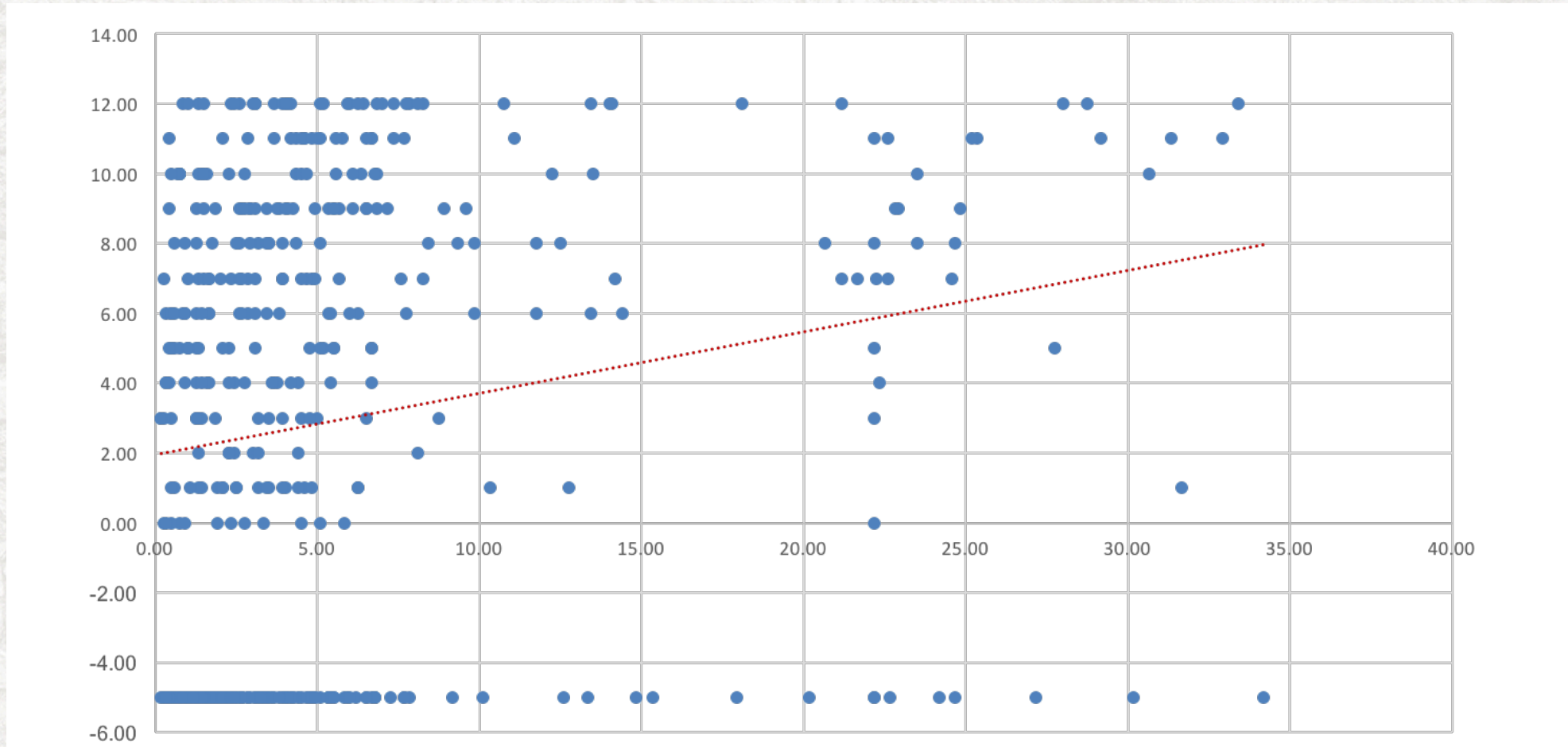
- Are policies and procedures written?
- How detailed are the policies and SOPs?
- Are there specific policies for alcohol and substance use?
- Are hazards/accidents/near misses being documented?



Do you have written policies and procedures?		
	No	Yes
Brewpub	28.9%	71.1%
Micro	30.0%	70.0%
Regional	4.3%	95.7%
Total	28.3%	71.7%

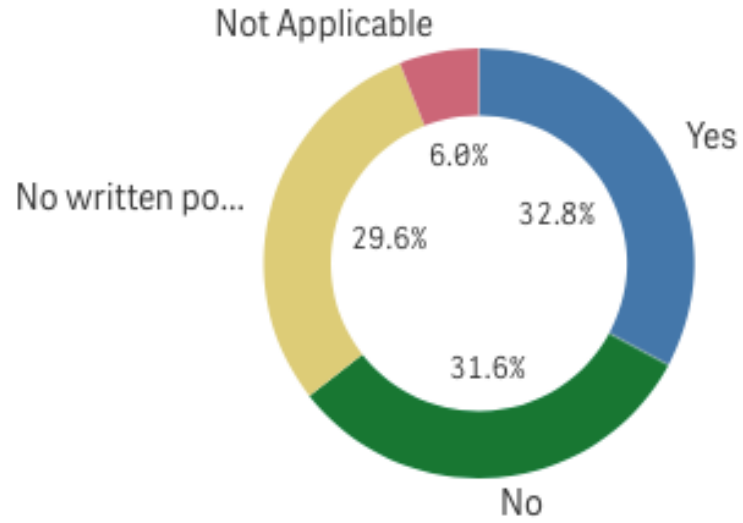
Policies and Years in Business

How detailed are your written policies?

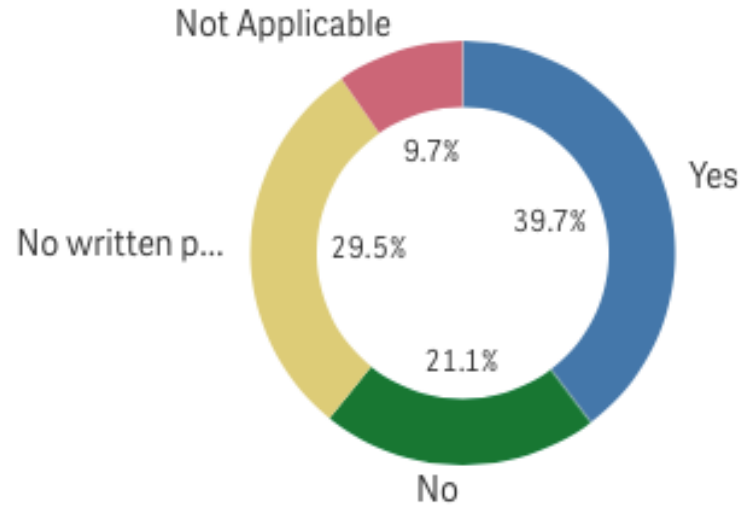


Written safety policies include:	Brewpub	Micro	Regional	Total
A general safety statement	79.5%	80.8%	88.9%	81.0%
Employee protection: personal protective equipment use	77.9%	87.8%	100.0%	86.1%
Walking and working surface safety	64.5%	65.4%	76.2%	66.0%
Fall protection for working at heights (<4ft)	32.5%	39.2%	76.2%	40.1%
Fall protection for working at heights (>4ft)	23.4%	30.5%	81.0%	32.3%
Confined spaces	49.4%	55.3%	90.9%	56.4%
Hearing conservation	41.6%	45.5%	77.3%	46.9%
Powered industrial truck use	29.9%	56.4%	100.0%	52.6%
Hazard communication	78.9%	85.0%	100.0%	84.6%
Hazardous energy control	46.1%	52.2%	90.9%	53.5%
Emergency action and evacuation	61.0%	58.0%	85.7%	60.8%
Tour Groups	18.4%	17.7%	54.5%	20.8%
Beer Festival Staff	21.1%	18.3%	31.8%	20.1%
Volunteers	18.4%	17.7%	9.5%	17.3%
Sales Representatives	10.5%	31.2%	50.0%	27.1%
Distributors	4.0%	8.1%	18.2%	7.8%

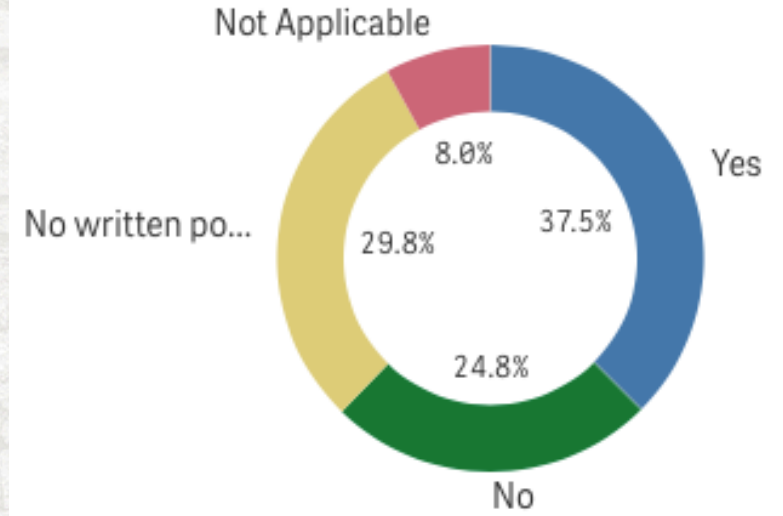
Hearing conservation



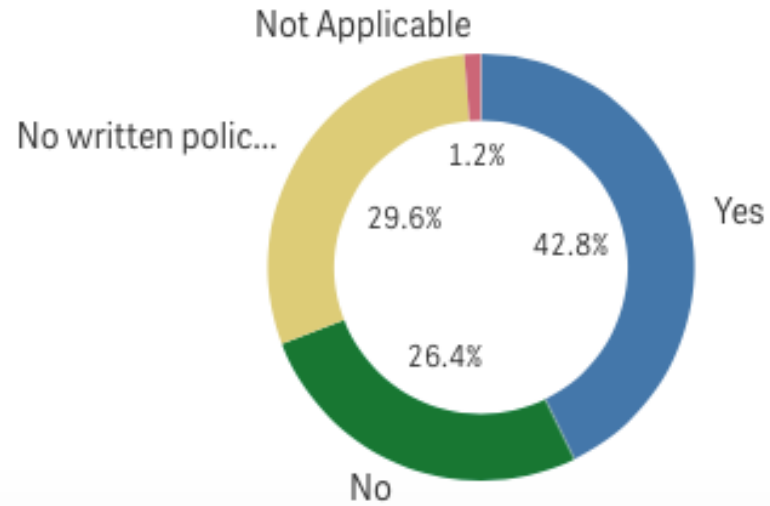
Confined spaces



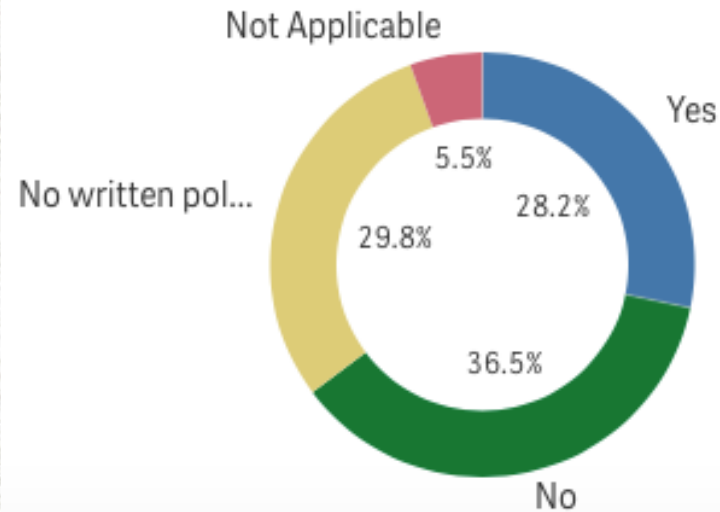
Hazardous energy control



Emergency action and evacuation



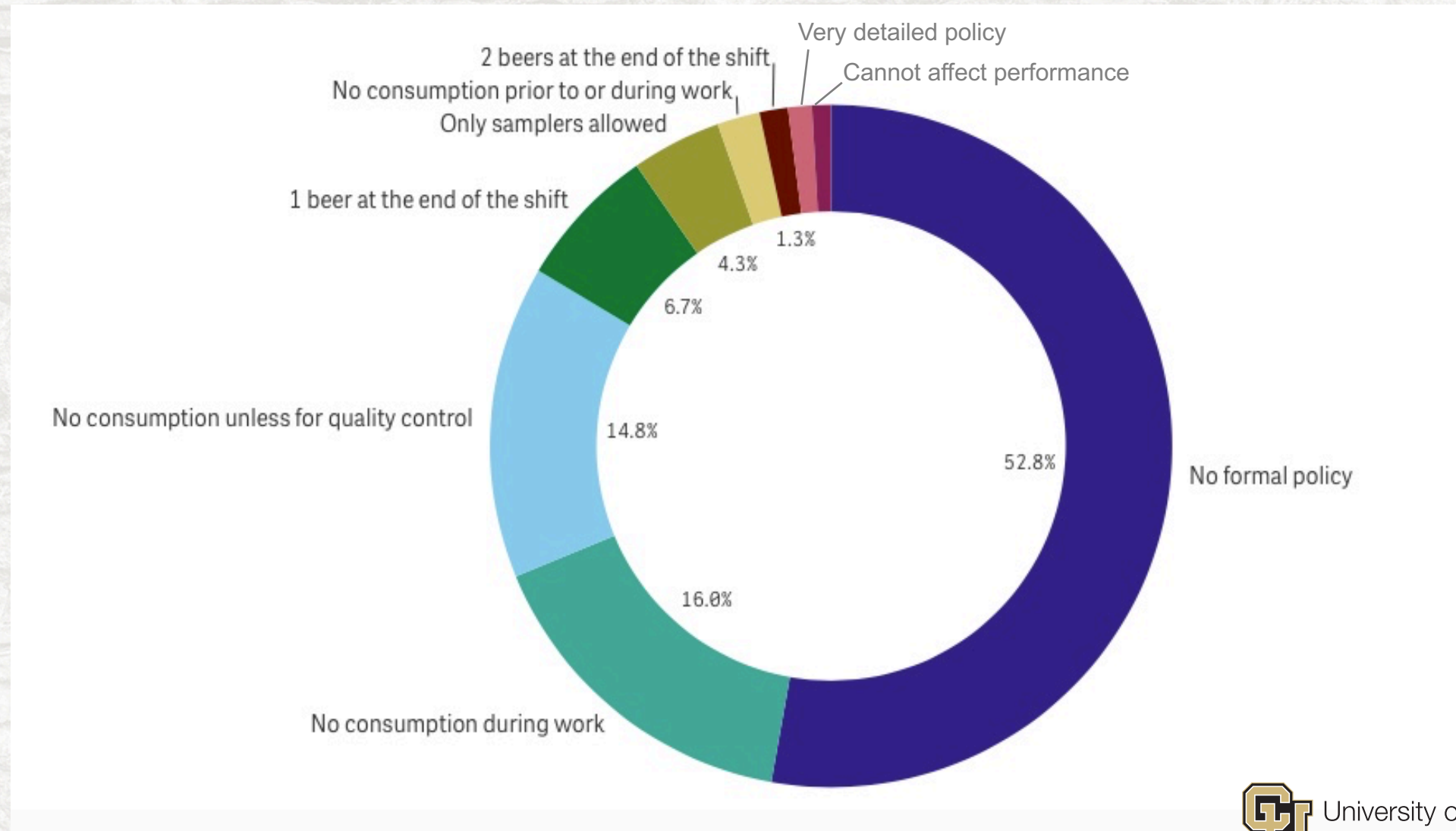
Fall protection >4ft, ladders



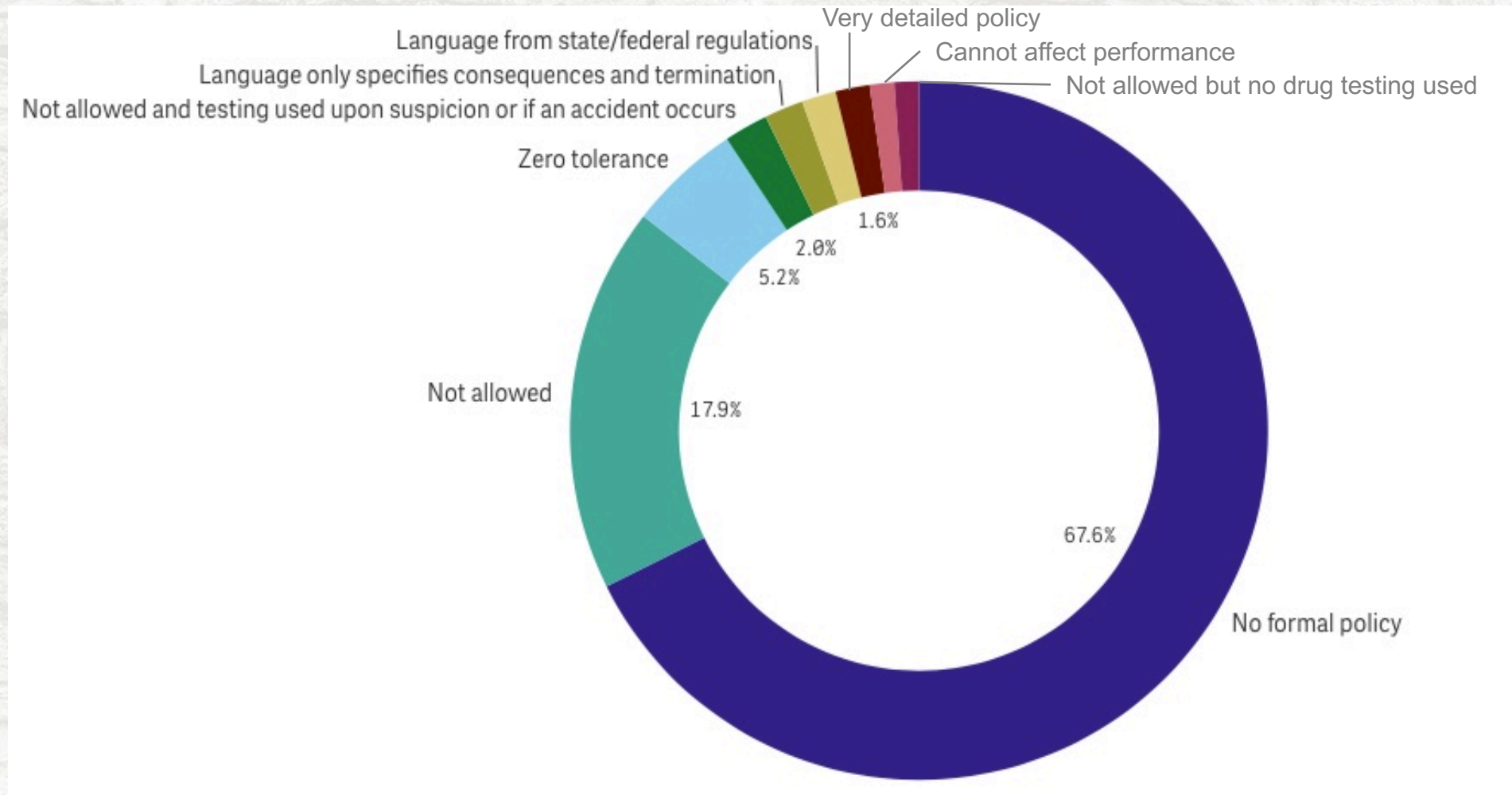
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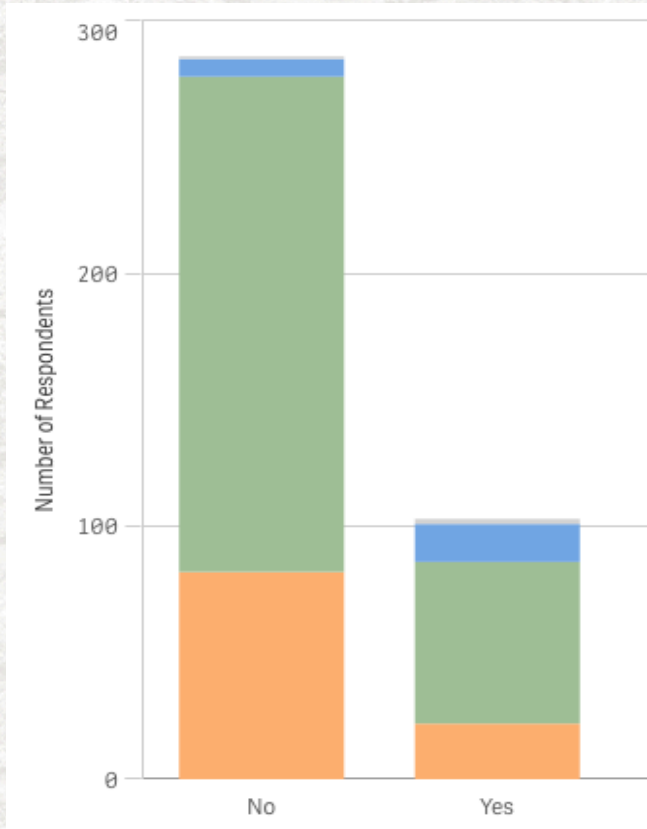
Alcohol Consumption Policy



Substance Use Policy



Conducted a Hazard Assessment?



Only 1 in 4
breweries have
conducted a hazard
assessment

BEST MANAGEMENT PRACTICE (BMP) FOR THE
DEVELOPMENT OF SAFETY PROGRAMS IN BREWERIES
VOLUME I

HAZARD ASSESSMENT PRINCIPLES

PREPARED BY THE BREWERS ASSOCIATION SAFETY SUBCOMMITTEE



<https://www.brewersassociation.org/educational-publications/hazard-assessment-principles/>

Safety Policies

Summary

- **Praise**
 - Over 80% of breweries *with written policies* include: safety policy statement, HazCom program, [PPE](#)
 - Years in business, number of employees, size of production space = more comprehensive policies
- **Paradox**
 - Brewpubs and micros have very poor compliance in [PITs](#), fall protection, LOTO and [confined spaces](#) – all are high hazard/high fatal risk concerns
 - Few have policies for [tours, visitors, festival staff](#)
 - Few have conducted [hazard assessment](#)
 - More resources [BA Resource Hub](#) and [MBAA Safety](#)
- **Substance Policies**
 - >52%: no alcohol consumption policy
 - >67%: no substance use/abuse policy



Training and Communication



- How is training taking place?
- How are safety messages being communicated? With what regularity?
- Is safety being praised or are there only negative consequences?
- Do employee experiences align with management expectations?

How are employees made aware of safety policies and procedures?	Brewpub	Micro	Regional	Total
Formal new employee training	59.8%	47.0%	91.3%	52.9%
Informal new employee training	37.5%	48.8%	39.1%	45.2%
Formal training when duties change	28.6%	26.9%	52.2%	28.7%
Informal training when duties change	33.9%	34.3%	26.1%	33.7%
Employee handbook	60.7%	48.1%	82.6%	53.3%
Team meetings	58.0%	62.9%	82.6%	62.7%
Meeting with direct supervisor	42.0%	42.4%	43.5%	42.3%
Refresher trainings (twice a year)	6.3%	6.7%	39.1%	8.4%
Refresher trainings (annual)	7.1%	12.0%	43.5%	12.4%
Refresher trainings (no schedule)	39.3%	31.4%	60.9%	35.2%

Difference in Perspective

How are employees made aware of safety policies and procedures?	Brewpub	Brewpub M	Brewpub E	Micro	Micro M	Brewpub E	Regional	Regional M	Regional E	Total	Total M	Total E
Formal new employee training	59.8%	62.5%	38.5%	47.0%	58.6%	57.3%	91.3%	100.0%	63.0%	52.9%	62.5%	56.7%
Informal new employee training	37.5%	50.0%	46.2%	48.8%	44.8%	50.9%	39.1%		40.7%	45.2%	42.5%	48.7%
Formal training when duties change	28.6%	37.5%	15.4%	26.9%	27.6%	40.0%	52.2%	33.3%	51.9%	28.7%	30.0%	40.0%
Informal training when duties change	33.9%	62.5%	38.5%	34.3%	44.8%	32.7%	26.1%		14.8%	33.7%	45.0%	30.0%
Employee handbook	60.7%	87.5%	69.2%	48.1%	75.9%	43.6%	82.6%	100.0%	55.6%	53.3%	80.0%	48.0%
Team meetings	58.0%	75.0%	38.5%	62.9%	72.4%	79.1%	82.6%	66.7%	81.5%	62.7%	72.5%	76.0%
Meeting with direct supervisor	42.0%	25.0%	46.2%	42.4%	37.9%	36.4%	43.5%	33.3%	37.0%	42.3%	35.0%	37.3%
Refresher trainings	39.3%	25.0%	23.1%	31.4%	62.1%	37.3%	60.9%	66.7%	77.8%	35.2%	55.0%	43.3%

Difference in Perspective

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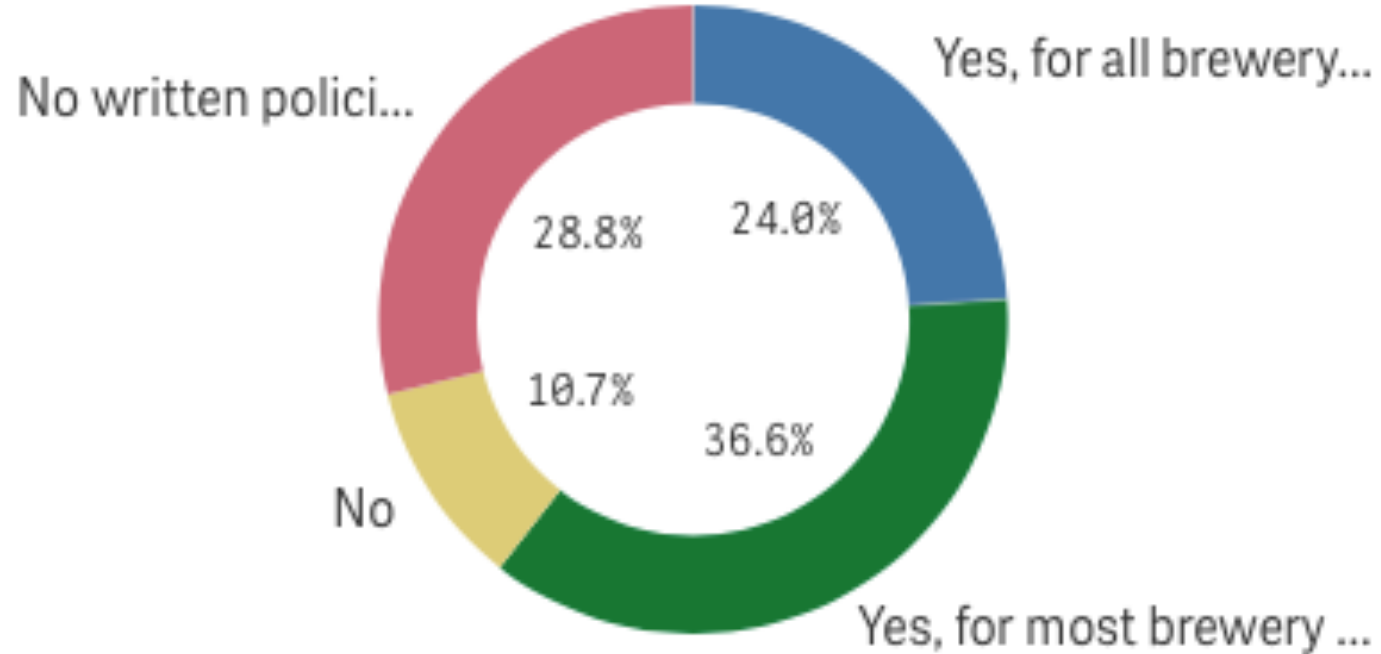


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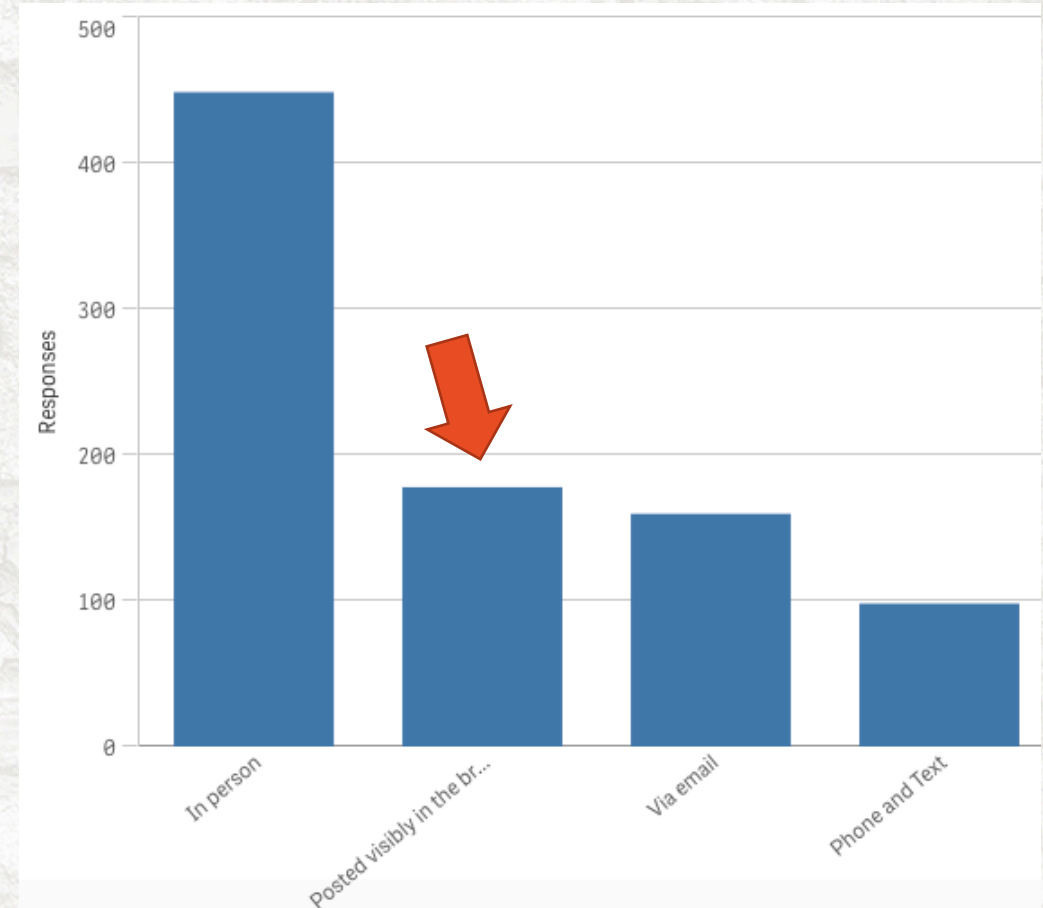
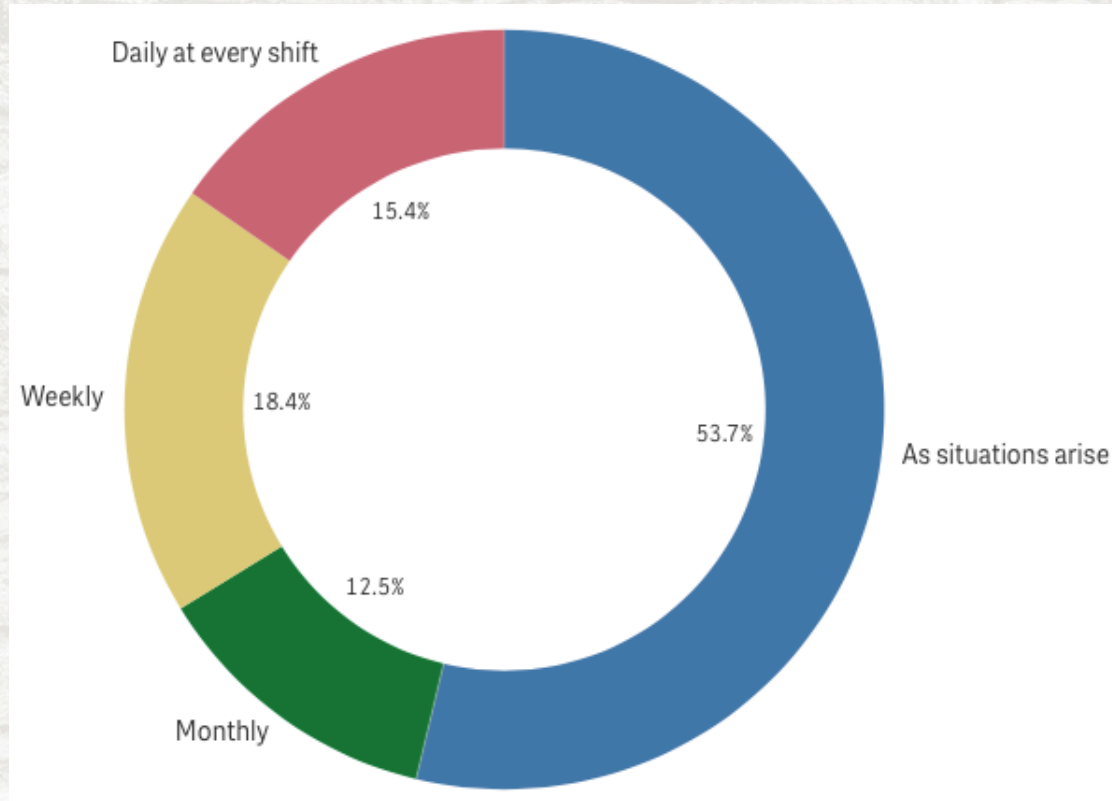


Standard Operating Procedures

Standard operating procedures



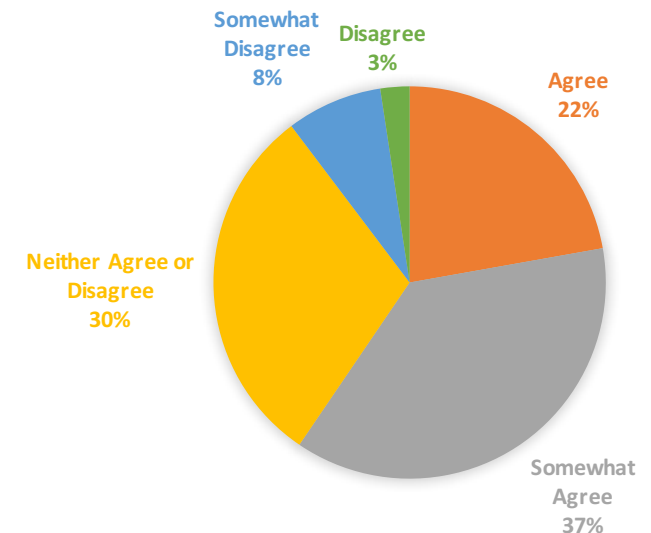
Communication about Safety



Management's Praise for Safety

Safety is acknowledged and rewarded by:	Brewpub	Micro	Regional	Total
Verbal acknowledgements individually	70.0%	52.3%	57.1%	57.3%
Verbal acknowledgements at company-wide meetings	26.0%	21.9%	47.6%	24.4%
Occasional tangible rewards	6.0%	5.5%	28.6%	6.9%
Regular tangible rewards	4.0%	1.2%	14.3%	2.7%
We do not have a culture of acknowledgements or rewards	30.0%	46.1%	33.3%	41.1%

MANAGEMENT WILL PRAISE OR REWARD EMPLOYEES WHO FOLLOW SAFETY PROCEDURES



Training and Communication

Summary

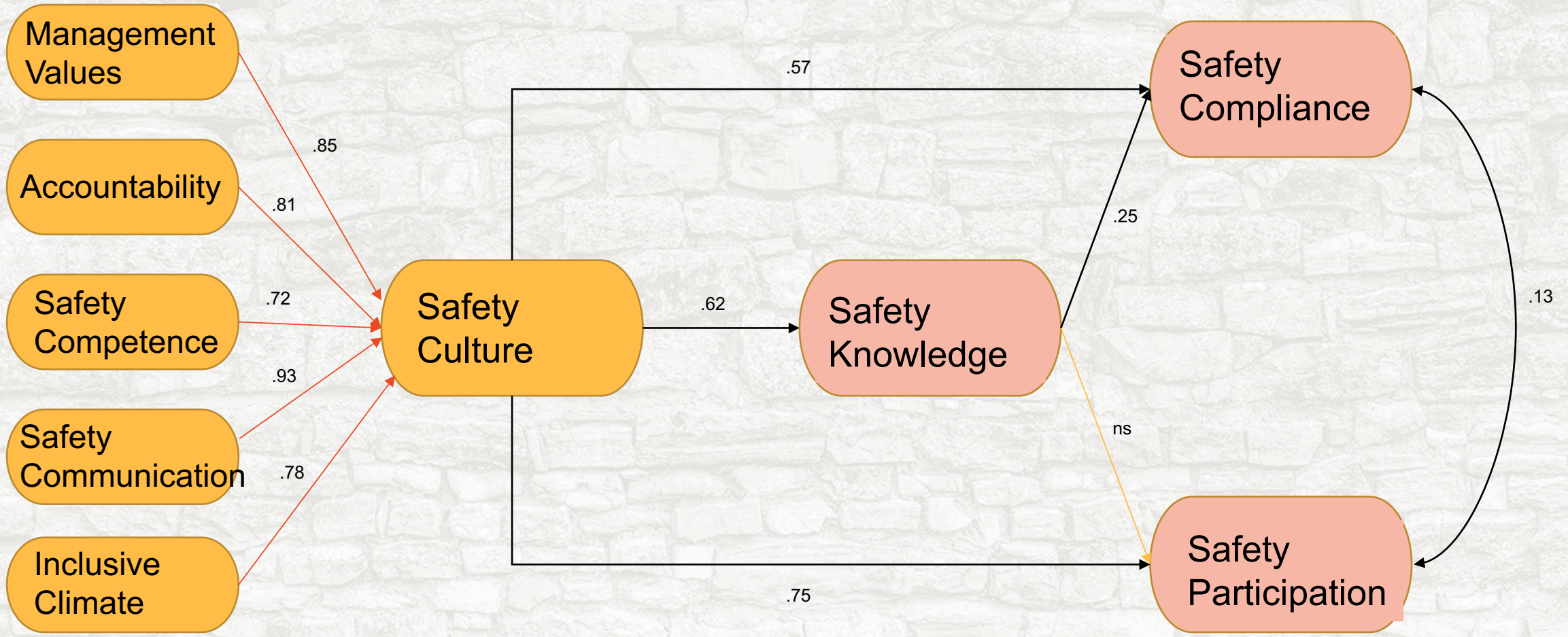


- **Praise**
 - Employees try to be resourceful about training by watching others, self-education, informal methods
- **Paradox**
 - 54% only address safety after a situation arises
 - 40% of breweries have no SOPs
 - Formal training is widely lacking, and also documentation of training
 - 41% of breweries do not have a culture of acknowledging safe practices
- **Employee vs Manager Perspective**
 - Wide difference in perception of communication and training

Safety Culture



- Does the brewery have a culture that promotes and encourages safe practices?
- Does the brewery have an environment that is inclusive and supportive for all employees?
- Do management and employee perceptions align?



Safety Culture

Summary



- **Praise**
 - Employee to Employee relationships are strong-helping/ praising/ respecting differences
 - *Sense* that communication channels exist
- **Paradox**
 - Management to Employee relationships are weak-seen as punitive and corrective
 - Communication channels *are not* being used
 - Creation of a climate that supports all physically and mentally needs attention
- **Employee vs Employer Perceptions**
 - The largest discrepancy between employees and managers is with the Regional Breweries
 - Employees do not feel that management always prioritizes their safety in equipment, resources, support

If you remember nothing else...

RESPONSIBILITY

- Employers think they're doing well
- Employees think the employers are not supportive enough
- Clear and consistent communication

SOPHISTICATION

- Brewpubs and micros lack sufficient written programs
- Lack of understanding, e.g. PRCS, LOTO, PIT

DOCUMENTATION

- Deficiencies in training & documentation
- Lack of hazard assessments and written procedures: SOPs

What to do next...

RESPONSIBILITY

- Safety is responsibility of BOTH employer and employee
- Improve communication methods and frequency
- Safety culture breeds safe behavior better than compliance or safety knowledge

SOPHISTICATION

- Learn requirements: e.g. forklifts, confined spaces, lockout, elevated work places
- Seek out compliance help from BA, MBAA, state OSHA, insurance company, or consultant

DOCUMENTATION

- Conduct hazard assessments, write SOPs
- Develop required written programs
- Document training

Cheers and Thank you!

Special **thanks** to all of YOU who participated in the surveys, and provided us with an honest look at what is happening at your brewery!

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