

# Case Study: Improving Safety at Robert Bosch El Paso



## Client Company Overview

The Bosch Group is a leading global supplier of automotive and industrial technology, consumer goods and building technology. In North America, Bosch has more than 24,500 associates and total annual consolidated sales approximating \$10.6 billion.

Robert Bosch El Paso is a major distributor of aftermarket brake components and operates at two sites: Pan American and Alameda. The Pan American site runs three shifts and supplies Bosch's manufacturing facility in Juarez, Mexico. The Alameda site operates one shift that picks, packs and ships completed units, such as brake pads and rotors, to large auto parts retailers, including AutoZone, O'Reilly and Pep Boys, in addition to other Bosch facilities.

## The Challenge

Robert Bosch El Paso was experiencing numerous incidents of workforce accidents and facility property damage. Despite implementing preventive measures, such as increasing safety communication throughout the workforce and holding structured pre-shift safety meetings, the accident trend did not slow. For example, in one year alone, Bosch El Paso incurred over \$300,000 in accident-related costs. These figures included 70 incidents at the Alameda site and 19 incidents at the Pan American site. Randstad talent was involved in more than 52 percent of total incidents.

## The Solution

The Randstad team recognized the accident issue and proactively partnered with Bosch management on several fronts to establish a new vigor toward workplace safety. Randstad brought in a dedicated safety manager to analyze accident incident records, identify causes, establish preventive measures and suggest solutions for accident reduction.

### Front 1: Communication

Randstad and Bosch El Paso created a communication plan to serve as the foundation of Bosch's new safety initiative. The company conducted its first annual safety recap meetings in collaboration with Randstad's Workforce Consultant to empower Randstad talent with knowledge on accident types, root causes and prevention best practices. These meetings also established safety-related goals and action items.

### Front 2: Training

Randstad next improved the candidate screening process by implementing a web-based talent qualification tool that quickly eliminated unqualified applicants. By using this time-saving screening method, the Randstad RIS Site Manager was able to spend additional time preparing qualified talent with more thorough and consistent onboarding practices that scrutinized safety principals and focused on proper safety techniques.

Additionally, Randstad and Bosch developed a post-accident plan that established processes to immediately conduct and document employee re-training if an incident occurred. The plan also included discussion of the accident's root causes at pre-shift meetings to ensure the mistakes would not be repeated.





“ The partnership between Randstad and Bosch El Paso is a real big plus. Bosch and Randstad have been able to take current or new programs from each other and combine them into one program for maximizing the safety focus toward employees. Randstad’s training, onboarding support and help focusing the safety aspect at the beginning of the hiring process are also paying off. All of the efforts that the Randstad’s RIS Site Manager assists with in holding employees accountable is greatly appreciated and noticed. ”

– Senior HSE Engineer  
(Safety Manager)

### Front 3: Accountability

A third component of the updated safety program highlighted employee accountability. During the safety recap meetings employees were informed of their increased accountability for safety-related actions. Additionally, employees were asked to attend corrective counseling sessions if they were observed deviating from standard operating procedures during job observations or management’s weekly site visits. To follow through with these new standards, management immediately investigated any unsafe acts, and the responsible employee received coaching sessions or disciplinary action as appropriate.

### Front 4: Engagement plans

To build employee support for the new safety regimen, Randstad established its High Five employee engagement program, and Bosch subsequently partnered with Randstad to modify and incorporate this program into a joint effort called the Bravo Program. Bravo established incentives for employees to work in a safer manner.

Another monthly incentive program rewarded employees for reaching safety-related milestones. When employees attained their goals, Randstad paid an incentive bonus to reward collective efforts in creating a safe workplace and split the bonus expense with Bosch.

Finally, Randstad created a Safety Coach program that emphasized and strengthened the safety culture expected throughout the organization.

### The Results

Randstad partnered with the Bosch El Paso management group to change workforce culture, expectations and habits by holding all individuals personally accountable for their safety record and commending team members when they met established safety milestones. As a result, Robert Bosch El Paso’s total accident-related costs were reduced in one year nearly 92% from \$300,000 to \$25,000, and total reported incident infractions decreased by 25 percent during the same time period.

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