

Accommodating but how: The case of a forklift driver depositing a pallet in the wrong level at a warehouse

HRM 3400: *Occupational Health & Safety* Case Study

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Keywords: Safety of employees, Training, and Administrative controls

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Background about the organization:

Grand pop-snack is an American multinational food snack, and beverage corporation which is headquartered originally in Harrison, New York, and its business incorporates all aspects of the food and beverage market. It oversees every aspect of manufacturing, delivery, and marketing of all its products and services. Grand pop-snack produces products such as snacks including chips and drinks of different kinds and their snacks, soft drinks, dairy, and much more are known worldwide as well as, preferred by many individuals in the external world.

Grand pop-snack has one of its largest plants which is located in Cambridge, Ontario and it has over 1000 employees working in different roles involving warehouse management, supply chain, management, and many other departments. Grand pop-snacks day-to-day activities include robots that unload the raw materials to a specific location usually where the machinery is located and subsequently the machine operates and has the products ready for the forklift drivers to place them accordingly into pallets, plus in their assigned levels.

Description of the incident:

Rayan Hagen is one of the forklift drivers at Grand pop-snack. He is responsible for loading and unloading product pallets to their designated levels instructed by his supervisors who he works under. There was a recent incident that occurred at the plant where the warehouse was overloaded with over 95% of the stock and there were still operations going on in the plant, as a result, there was not enough space for the forklift drivers to drop the product plates at their designated levels instead they get a signal of “anywhere move” meaning they can head to any other level which has unoccupied space for them to unload the pallets, however, they need to be careful on which level they would go depending on the weight of the pallet.

While Rayan was loading the pallets from the production area he got a sign declaring “anywhere move” because the plant was almost to its maximum capacity and he was directed to place the pallet at a level that was safe and accessible. So Ryan went to level two and unloaded the pallets “not knowing” that that level was only for the lighter pallets and not for what he was unloading (almost an 1800 pounds palatte) that he unloaded. After unloading the pallets at level two in about a few hours the palattes fell off the level which caused a massive outbreak, though fortunately no individual was hurt or injured, still, this could have been a very serious issue as the heavy pallets were delivered into a level which cannot hold its weight.

Well, after this incident occurred at the warehouse all the upper-level managers had a meeting including Emraan Bakshi who handles the warehouse forklift department, although Mr. Bakshi understands that inaccuracies as such can happen which could have been costly accountabilities in the future. Consequently, he took serious action on Ryan’s misstep and kept him for retraining along with the other

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forklift drivers to ensure safety and health protocols are being fully followed in the future, without any kind of inaccuracies.

Mr. Bakshi had given a massive amount of time to these re-training programs and workshops to have the utmost efficiency for the future. Additionally, their team of managers and supervisors sat down and discussed a few tactics in order for these errors not to occur in the future for example taking administrative controls prior, together with introducing a signage system of where to have what pallet delivered, etc. Moreover refreshing each employee's tasks and responsibilities by having them perform on-the-job training on a bi-weekly basis.

Discussion questions :

1. What might be the reason Ryan went to a level that he was not required to go to? He didn't know about it or did it purposely, maybe?
2. Was there a miss-training offered to Ryan, that mislead him?
3. What are some ways Grand pop-snack could use in order to not run into these situations in the future?
4. If you were the warehouse manager in other words if you were Emraan Bakshi how would you deal with this safety incident? Also, what precautions would you take immediately?
5. Do you think it is safe for forklift drivers to have an "anywhere move" as a direction for them to unload their pallets safely? If yes, why?

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Appendices

◇ *Interview invitation & questions :*

As you know my name is Simran Hirji and I am a third year undergraduate Human Resources Management student at York University.

As part of my Occupational Health & Safety course, I would like to interview you about common health and safety challenges in your organization. Your answers will help me understand real-life health & safety challenges in organizations. I will, then, use your answers to develop a case study about a fictitious organization. This case study will be shared with Occupational Health & Safety educators across the world to be used in their courses. While translating your data into a case, we will change some details about your organization (such as its name, industry, location) to protect its identity. We will also use storytelling and employ characters in the case study. You or your organization will not be identifiable in the final case study.

Our interview should not take more than 30 minutes Any questions Mr ally, or anything I can clarify?

- 1) Can we start with getting to know you? What kind of an organization you work for? What is your role and how long have you been in this organization/role?
- 2) Can you please provide more details about your organization? (e.g., industry, size, daily activities etc.)
- 3) Can you tell us about a significant health and safety-related challenge you have been facing in this organization?
 - a. Why is this a significant problem?
 - b. What is your position in this challenge as a manager?
 - c. What are the employee's position in this challenge?
 - d. Why do you think this problem has a difficult solution?
- 4) Can you please tell us about a specific incident when this problem presented?
 - a. What was the situation?
 - b. What was your task?
 - c. What action was taken?
 - d. What were the results?
- 5) Is there anything else you would like to share with us?

Thank you for your time.

- ◇ ***Interview Recording*** (submitted in the drop box as it's a voice clip)
- ◇ ***Consent Form:*** (submitted in the drop box as an attachment)
- ◇ ***TCPS Training Certificate:*** (submitted in the drop box as an attachment)