

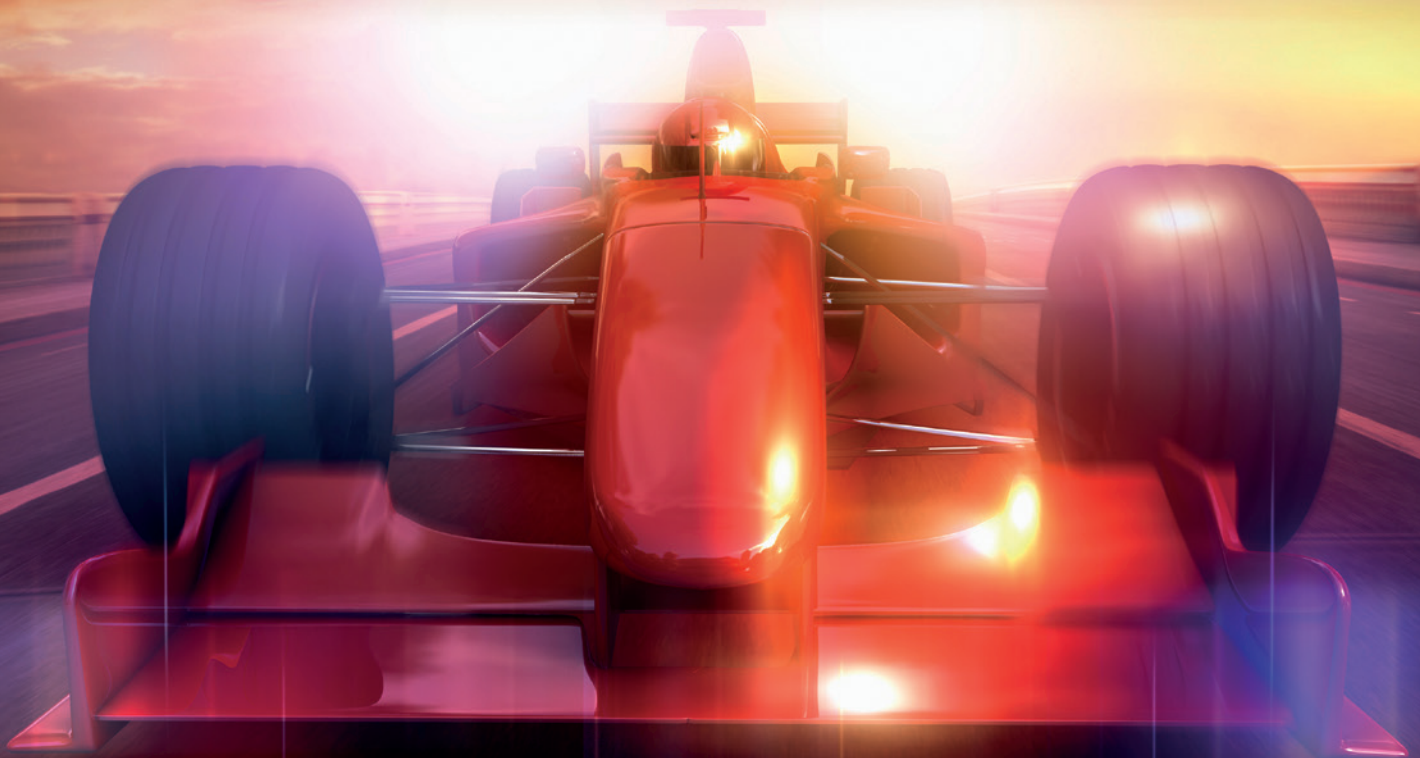
The Magazine for the materials handling professional

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## ***THE FASTEST SHOW ON EARTH***

**Formula One's high-speed logistics**

### **IN THIS ISSUE**

#### **Let there be light**

How better warehouse lighting  
benefits the workforce

#### **Take your pick**

Choices in order picking  
process design

#### **Managing to manage**

What managers can do to  
improve safety



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# IN THIS EDITION

Our lead article on the fast-paced world of motorsport sets the scene for Eureka 32. In this issue we focus on how to provide the conditions and equipment necessary to make materials handling and logistics faster and more productive.

The first essential factor is careful planning, as **Ruari McCallion** discovers when he looks behind the scenes at the Formula One Grand Prix World Championship. Bringing everything together in time, race after race, is a high-speed logistical challenge with no room for error.

One of the most basic requirements in any workplace is good lighting. **Mark Nicholson** explores the issues and finds that the right system can improve the happiness, health and output of warehouse and factory workers.

For best results in the labour-intensive activity of order picking, warehouse managers must design a process that perfectly meets the needs of their own unique situation. **Gian Schiava** summarises the approaches, methods and technological aids from which they can choose.

Productivity also depends on protecting employees from injuries at work. **Gay Sutton** has advice for managers and supervisors on fulfilling their key role in maintaining a safe environment.

We hope you will find this collection of articles useful and we look forward to receiving your feedback and questions. If you have a story you would like us to investigate, or another topic you would like Eureka to cover, please let us know. You can email [comment@eurekapub.eu](mailto:comment@eurekapub.eu) or message us via our website [www.eurekapub.eu](http://www.eurekapub.eu)



**Monica Escutia**  
Commissioning Editor

Eureka's Commissioning Editor is Monica Escutia, a Bachelor of Communications – Journalism. She is a Spanish national and fluent also in Dutch, English and Italian. Having previously edited a variety of international media, she has spent the last 14 years in the materials handling industry – the first four as a parts sales representative for several European countries, before becoming the EAME Manager Marketing Communications for Cat® Lift Trucks, based in the Netherlands.



# CONTENTS

04



## 04 The fastest show on earth

Motorsport's high-speed logistics challenges – not for the faint-hearted!

## 08 Let there be light

Optimise your warehouse lighting for happier, healthier and more productive staff.

## 10 Take your pick

How to find the best order picking process for your business.

## 12 Managing to manage

Why the vital role of managers and supervisors in site safety needs to be reinforced.

## 15 Events

Key opportunities to gather and share information with fellow professionals.

10



08



12





# THE FASTEST SHOW ON EARTH

## HIGH-SPEED LOGISTICS CHALLENGES IN THE WORLD OF MOTORSPORT

Motorsport, whether it's racing or rallying, on two wheels or four, is popular across the world. The highest-profile series, the Formula One Grand Prix World Championship, visits every (inhabited!) continent on the planet. Planning and managing the logistics is quite a challenge – and not for the faint-hearted! Long-time racing fan **Ruari McCallion** has a scout behind the scenes with help from Rocla Rus.

What takes 50, 80 or even more forklift trucks up to three weeks to put together and less than 24 hours to take apart?

It's the infrastructure for a modern-day F1 GP (Grand Prix). Looking after the logistics involved in getting the show together, on time, and maybe thousands of miles away from the previous event is a job only for the brave. Konstantin Titov, Managing Director of Rocla Rus, Russia's importer of Cat® forklift trucks, is perfectly placed to comment on the Russian GP's inner workings from a forklift truck supplier's viewpoint.

"In Formula One, you have zero room for error," Konstantin explained. "Logistics and technical planning skills are very important! For suppliers, there is a heavy responsibility as well."

Once upon a time, Formula One racing

teams would turn up at a racetrack, unload the transporter, or trailer in the case of the smaller set-ups, have a cup of tea and then go racing. A couple of grumpy mechanics in oil-stained overalls kept the wheels turning while a girlfriend or benevolent sister recorded the lap times. The determined young racing driver might also double up as truck driver, especially in the smaller outfits.

Whether that nostalgic picture was ever true or not, it certainly isn't the case today. The Formula One Grand Prix World Championship series is a multi-billion US dollar enterprise, with hundreds of team members monitoring data from sensors on every component of every car. At the circuit, skilled technicians in crisp uniforms sit at banks of computers in spotless

facilities so sparkling that one hesitates to describe them as garages or workshops. They look more like operating surgeries.

By the time the red lights go out on a Grand Prix Sunday, the purpose-built circuits themselves are in their party clothes, with Rolex timing gantries, active LED advertising displays and giant hoardings at every TV-friendly vantage point.

### BRINGING THE CIRCUS TO TOWN

Getting the show to the racetrack – and away in time for the next event, which may only be a week away – is a significant logistics challenge. DHL, the Formula One Management (FOM) global logistics provider, works with local companies at each GP to bring everything to life. A Rocla Rus dealer, KIT LLC, provides support ►►

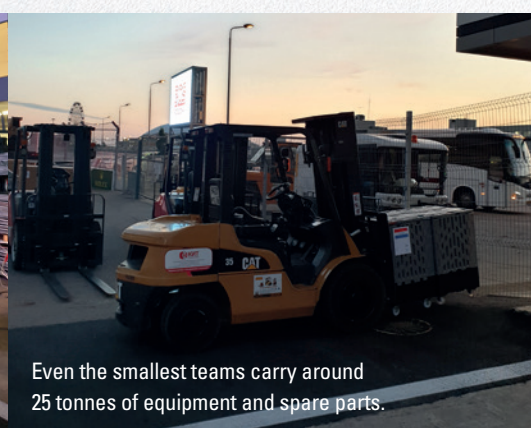




Cat® forklifts are a familiar sight at the Russian GP racetrack.



Lift trucks servicing the needs of DHL, the Formula One Management global logistics provider.



Even the smallest teams carry around 25 tonnes of equipment and spare parts.

*“In Formula One, you have zero room for error. Logistics and technical planning skills are very important!”*

to Rosgonki, the Russian GP organiser, with the rental of materials handling equipment at Sochi Autodrom, the home of the Russian Grand Prix.

The numbers involved behind the scenes are pretty staggering. A forklift truck fleet of at least 50 – maybe 80, or even more – is required on the site, depending on the needs of the teams and the season scheduling. The 2018 Russian GP was held on 30th September, two weeks after the Singapore GP but only seven days before the race in Japan. Putting everything up and getting it back down again imposes a lot of time pressures. Eagle-eyed viewers watching on TV may have seen the materials handling experts starting to demount the Rolex timing gantry while the presentation ceremony was still under way.

### DISTANCE NO OBJECT

Depending on the next GP venue, some of the freight will go by sea or by land; there is not just one package of equipment moving from place to place. With up to 45 days' lead-in, less expensive items can be duplicated or even triplicated and, of course, if events are close

together – the British GP and German, for example – trucks can carry equipment by road. But at the very least, there will still be a few Boeing 747 cargo aircraft in the air, transporting containers full of advanced, highly technical equipment, which will be ruggedised but still require sensitive handling. The cars themselves, plus their transmissions and engines, will usually go by plane. The Russian GP required nine cargo aircraft in 2018.

At the track, the materials handling fleet available to the organisers – Rosgonki, in the case of the Russian GP – will be made up of quite a variety of vehicles: golf carts, low-frame trailers, compact lorries and scooters, along with 3-, 5-, 7- and 10-tonne lift trucks. Three-tonne Cat® forklifts can be seen around the paddock zone, at DHL's disposal and to service the teams' needs.

In addition, there will be tow trucks and telescopic loaders placed strategically around the track, ready to assist cars that may have crashed or spun off and are unable to make their way back to the pits under their own power.

The pit and paddock complex itself is a combination of high glamour, almost garish showbusiness in the entertainment, office and meeting areas, and near-paranoid ultra-high security where the cars, their engines, transmissions and technological components are unloaded and stored, in the heavily-guarded pavilions at the back of the pits.

### HEAVY DUTIES

The biggest forklifts unload the containers from the aeroplanes onto low-loaders. The big containers have smaller containers inside them, holding the individual teams' cargoes. Even a smaller team, like Sauber, will carry around 25 tonnes of equipment and spare parts to each race. Larger organisations, like Red Bull and McLaren, may carry twice as much. Scores of containers, of different sizes and weights, will be used by each team.

The competition in F1 is international, with teams nominally from France (Renault), Austria (Red Bull), Germany (Mercedes), the UK (McLaren and Williams), Canada (Racing

Point) and the USA (Haas F1), as well as the Swiss Sauber organisation and, from Italy, Toro Rosso and the legendary Ferraris. Getting them and their equipment together in time for the race weekend and then back home again could be even more of a nightmare if they were all actually based in those nominal countries of origin. In fact, the first six are firmly UK-based and Haas F1, while being headquartered in Kannapolis, North Carolina, USA, has a forward base in Banbury, England.

Because seven of the teams are based in England, two in Italy and one in Switzerland, DHL has established two co-ordinating centres: in London and in Munich. The teams transport their freight and equipment to these centres, where onward carriage becomes the responsibility of the logistics provider.

### GREEN LIGHT TO CHEQUERED FLAG

The 2019 season begins with the Australian GP in Adelaide, South Australia, on March 17th, and concludes with the race in Abu Dhabi on

December 1st. It comprises 21 races – the equal-highest ever in a season. One can imagine the logistics managers of the teams, of the host circuits and of DHL, the logistics provider, taking a deep breath before sitting down with their personnel to plan for the year.

Intralogsitics requires a lot of planning upfront. It has to function like a single, well-oiled machine. Contractual obligations are very strict; whether the race is in their backyard – Monza for Ferrari and Toro Rosso; Silverstone for the British-based teams – or on the other side of the world, and whether the trip is entirely by air or includes highway and sea transport as well, there is simply no room for error.

Rocla Rus is proud to have provided support and service to Rosgonki, the Russian GP organiser, and to DHL, FOM's global logistics partner. They are all wound up and ready for the green flag in Adelaide that will open the 2019 season. ●

Article feedback is welcome:  
[editor@eurekapub.eu](mailto:editor@eurekapub.eu)

## ROCLA RUS

⚙️ The head office of Rocla Rus is in St Petersburg, Russia.

⚙️ It has 26 dealers across the Russian Federation and Confederation of Independent States.

⚙️ Its payroll totals 40 people.



A complete LED refit at the Cat® Lift Trucks premises in Järvenpää greatly improved light quality, from ceiling to floor. Photo: Signify

To work effectively, workers must see objects clearly and with true colour visibility. Photo: Signify

The new lighting's natural and fresh feel has increased employee satisfaction and operational efficiency. Photo: Signify



# LET THERE BE LIGHT

## TREAT YOUR TEAM TO BETTER WAREHOUSE LIGHTING

Upgrading your warehouse or factory lighting system is not just a way of saving on energy and maintenance costs. It could be the key to a happier, healthier and more effective workforce. **Mark Nicholson** examines the potential benefits and advises on how to maximise them.

One of the most basic reasons for lighting a workplace well is to ensure hazards are visible. Related to this is a need for even distribution of light, so there are no sudden changes when moving from one area to the next.

To do their job effectively, workers must be able to see objects clearly and, where necessary, distinguish between different colours. Their vision should not be obscured by direct or reflected glare, and they should not be subjected to the discomfort of flickering lights.

These factors can easily result in problems like eyestrain, headaches and migraine, or in further 'sick building syndrome' (SBS) symptoms such as fatigue, irritability and poor concentration. At the very least, improving the quality of light will enhance your employees' comfort and sense of wellbeing. At best, it will reduce sickness absence and increase productivity.

### COMPARE BENEFITS

Today, most warehouse and factory lighting upgrades involve switching from HID (high-

intensity diode) or fluorescent systems to LED (liquid-emitting diode). Each has advantages and disadvantages, which should be researched before buying, but LED tends to win on energy efficiency and extremely long lamp service life. Although LED's initial purchase price is higher, the investment is usually recovered within a few years through lower electricity bills.

Environmentally conscious staff will be happy to know that LED lights have a lower carbon footprint. With their much greater lifespan and resistance to breakage, they also reduce material wastage – and there are no highly toxic substances to dispose of when they finally expire. Low UV radiation levels are another bonus.

LED health benefits claimed by some researchers include fewer headaches, increased learning performance and productivity, less stress and anxiety, and even regulation of sleep-wake cycles. There are counter-claims too. On balance, it seems that if the LED system is of a high quality, with the latest advances and the right configuration, it should have a positive impact.

### CHECK FOR COMPATIBILITY WITH YOUR NEEDS

For optimum results, your old lighting system should be completely replaced. If this is beyond your budget, there is the option of retrofitting LED lamps into your existing light fixtures. Complications here might include incompatibility with dimming mechanisms, and unwanted effects from the old lighting's reflectors. Correct specification and installation of an LED retrofit requires specialist knowledge, so make sure your provider has the necessary expertise.

Beware of cheap imported LED products from the Far East and always go for good quality. The 'colour temperature' of white lights ranges from warm (yellow) to cool (blue), and your provider should discuss which is most suitable for your needs. Lighting also needs to be specified for the right level of brightness, from ceiling to floor, and positioned to avoid direct or reflected glare. If your building regularly experiences air temperatures well above 25°C, this needs to be considered when specifying a system.

LED lighting can be switched on and off instantly, with no delay for warming up and no need for a 'rest' before restarting. This makes it ideal for use with automatic on/off switches (motion-activated) and dimmers (linked to light sensors). For maximum energy savings, these should be included in the system.

### CHOOSE YOUR PROVIDER CAREFULLY

Like all your suppliers, your lighting provider should be chosen with great care. The increasing popularity of LED systems has generated many new businesses in recent years, but some are better than others. Research companies online and look for customer reviews. Try to talk to customers who have used their services. Look for financially stable companies, as intense competition in this market could soon put less successful ones out of business.

A good provider will be able to offer a wide choice of high-quality lighting and give unbiased advice on which products are best for you. There should be evidence of expertise in installing systems and avoiding the problems mentioned above. After a detailed survey of your premises, you should be presented with a full business case showing the calculated return on investment. You should also be given advice on any government funding or tax benefits for sustainable lighting.

Finally, check the warranty offered and make sure it covers on-site support. Usually it will be for about five years. If it's a lot longer than that, beware of conditions, exclusions and costs which might make it difficult to submit a claim. ●

Article feedback is welcome:  
[editor@eurekapub.eu](mailto:editor@eurekapub.eu)

## LED LIGHTING REFIT CASE STUDY

### LOCATION AND PROJECT:

Completely new LED system for Cat® Lift Trucks premises in Järvenpää, Finland. Refit phase 1 covered 17,000 m<sup>2</sup> of factory, warehouse and outdoor space, and took less than 3 months. Phase 2 will light the offices (3,000 m<sup>2</sup>).

### REASONS FOR REFIT:

The previous high-pressure sodium HID lighting suffered from massive energy consumption and gave very poor colour rendering. Järvenpää houses the Cat® global design centre, which especially requires optimal light distribution and true colour visibility. Sustainability is a core value of the company, so energy efficiency is very important.

### KEY FEATURES INCLUDE:

Wireless automatic control. When no human movement is detected for 2 minutes, lights dim to 10% power to save energy and extend service life while maintaining safety. After another 2 minutes, they go out completely. Once activity is sensed, light is immediately restored – at a level which takes the amount of daylight present into account. Luminous intensity is the same as before at floor level, but light quality and energy efficiency are much improved. The system is also self-adjusting, so it can adapt automatically to changes in layout or processes, while maintaining safety.

### BENEFITS FOR PERSONNEL:

Operational efficiency has increased by 7%. There is also a higher level of employee satisfaction, with 98% reporting improved working conditions. Visibility during the hours of darkness is now clearer. The lighting feels natural and fresh, like sunshine, compared to the previous yellow effect. In the past, staff had to go outdoors to check colours!

### ECONOMIC BENEFITS:

The annual saving on energy consumption is 70%, which equates to about €72,000. This will pay back the investment within 4 years 7 months. It would have been 6 years, but Finnish government support for energy-saving projects reduced the cost.

### PROVIDER:

Signify (previously known as Philips Lighting). Chosen because of its technological leadership and existing global co-operation with Cat Lift Trucks and its parent organisation. Its advanced systems ensured that all of the customer's specific performance requirements could be met.

### CUSTOMER COMMENTS:

The customer has been very impressed by Signify. All technical demands and energy-saving targets were fulfilled. The project was delivered on time and on budget. The system's intelligence and advanced technology will ensure that needs are met well into the future. Signify also provided all the necessary information and forms to apply for a government grant. It provided a turnkey solution, taking care of everything from illumination calculations and equipment specification to comprehensive system installation and disposal of old lamps.

For further information and advice from Signify, visit [www.signify.com/global](http://www.signify.com/global)



# Take your pick

## HOW TO DESIGN THE IDEAL ORDER PICKING PROCESS

Essentially, a warehouse delivers four kinds of activities: goods reception, storage, order picking and shipping. Developments in recent decades (e-commerce being the most influential) have turned order picking into the costliest and most labour-intensive of those. **Gian Schiava** explores the choices you must make when (re)designing your order picking process.

In earlier issues of Eureka we have described various storage systems, so we will leave that topic for now. Last year, we also zoomed in on scanning tools and time-saving truck features. This time, we will instead take a broad view and consider the various methods, technological tools and other factors influencing the order picking design process. These ultimately determine whether you will be able to gain productivity improvements.

### STATIC VERSUS DYNAMIC

Let's start with a definition. Order picking is the process of retrieving products from storage or buffer areas to fulfil a specific order. When beginning with a blank sheet, the warehouse manager can opt for static or dynamic order picking, and this choice has a huge impact on overall warehouse layout.

With static order picking, the operator has to go to the goods. It involves transportation to

the location, picking the item/pallet and then transporting it to the delivery location. Both efficiency and effectiveness are influenced by your choices, which may involve:

- Minimising walking/driving distances
- Optimising route sequences
- Arranging storage locations according to types of goods
- Shortening processing time and/or pick time (with hands-free approaches)
- Selecting the method of collection

In addition, various tools are available to boost performance further.

Dynamic order picking is all about getting the goods to the operator. This can be done with conveyors, mini-load systems, vertical carousels or even robots. The main considerations here are ergonomics, the reduction of actions and fault control.

In making the complex decision between these two basics, your company should consider return on investment (ROI), maintenance, scalability, flexibility and speed. Unless there are large and almost continuous incoming and outgoing flows, most companies will operate a static order picking process, in some cases supported by a degree of mechanisation.

### METHODOLOGY

In an earlier issue of Eureka (winter 2017) we talked to René de Koster from the Erasmus University in Rotterdam. He believes there are (again) two basic choices to make in static order picking.

The first is between sequential and parallel. With sequential order picking, one or more

orders are picked and completed by one person, or possibly by several persons, and then the order is passed on. In parallel order picking, several people work on these orders simultaneously. The advantage of this is that one person does not have to go through the entire warehouse, so walking distances are limited.

The second choice is whether to collect per order or collect per item. In the first case, one or more people complete one order before they start with the next. In the second case, all order lines within the orders are rearranged in batches of orders per item or per zone. Each person picks one batch and therefore only a limited part of the full order. This also has the advantage that walking distances are limited.

Now which method is most suitable for you? It depends on these four factors:

- The number of orders per day
- The number of order lines per order
- The product assortment
- The characteristics of the goods

Sequential picking works well if the number of order lines per order is limited. It is simple and the chance of errors is very limited. However, if the number of orders grows and the assortment remains limited, batch picking is worth investigating.

The characteristics of the goods also play a role because they often have consequences for the storage method. Voluminous articles will be in pallet racks or even on floor locations. Smaller goods tend to be stored in shelving systems. In warehouses with different storage systems, parallel picking may well be the most practical solution.

### Sources:

- Various papers from René de Koster (see also Eureka issue 29)
- Evofenedex (Dutch trade association for companies with a logistical and/or international operation)

### FINE-TUNING

After considering all these issues, the order picking process may be fine-tuned by selecting various tools, methods or technological aids. The choice can be overwhelming and therefore we just mention a few:

### PICK TO LIGHT

A technique that makes order picking many times more efficient. LED displays are often used to direct the picker to the item's location. Pick by light is especially useful for high-speed operations. The method is mainly used for small items in flow racks or shelving.

### SORT TO LIGHT

A fast, visual technique to support sorting processes. The lamps on the sort to light module quickly lead the order picker to the correct location, where the display then shows the number to be sorted out. This is ideal for situations where one article has to be divided over a large number of customer orders.

### VOICE PICKING

A voice-controlled method for picking orders. Via a mobile computer and a headset, the employees hear instructions and respond with vocal confirmations. This leaves their hands and eyes free.

### GOING UP?

When using trucks, you can choose between one-dimensional and two-dimensional order picking. In the first case, picks take place at human height or certainly within the first two levels. Low-level order picker trucks work, with the aid of rising platforms or forks, up to around 3 metres. Two-dimensional order picking means using trucks that may even work as high as 8 or 9 metres. In that set-up, the whole pallet rack is dedicated to pick locations only.

Independent companies which test warehouse trucks, like the Dutch agency Andersom, have pointed out that most gains on the lower level can be expected from working with trucks offering good acceleration, flying start and walk-beside features, and great ergonomics. The warehouse manager must then deliver a routing process that reduces wasted time and optimise picking distances.

### THE IDEAL ORDER PICKING PROCESS...

... simply does not exist. Each situation will turn out to be unique. Too many factors intermingle, and it therefore pays to work with experts when designing your optimal order picking process. ●

Article feedback is welcome:  
[editor@eurekapub.eu](mailto:editor@eurekapub.eu)



# MANAGING TO MANAGE

## MANAGEMENT'S ROLE IN SAFE MATERIALS HANDLING

While it seems obvious that appropriate and timely lift truck driver training is essential for operational safety, supervisors and middle management have a crucial role to play in maintaining that safe environment.

**Gay Sutton** speaks to Stuart Taylor, Managing Director of Mentor Forklift Training, to get to the heart of the matter.

Mentor has provided a list of some of the most common causes of accidents and incidents associated with forklift trucks, and a checklist of steps that managers and supervisors can take to prevent them.

### Common causes of accidents and incidents

#### Complacency

- ☐ Undertake regular monitoring
- ☐ Provide refresher training for operators as appropriate

#### Lack of operator understanding

- ☐ Ensure the three stages of operator training are carried out

#### Lack of segregation

- ☐ Implement appropriate measures, ideally physical segregation
- ☐ If this is not possible, area segregation

#### Pedestrians

- ☐ Provide safety awareness training for non-operators
- ☐ Monitor their behaviour

#### Targets

- ☐ Implement realistic KPIs
- ☐ Undertake regular supervision
- ☐ Ensure all operators have received relevant training

#### Machine breakdowns

- ☐ Ensure planned preventative maintenance is undertaken
- ☐ Ensure simple, managed pre-use checking procedures are carried out
- ☐ Monitor these regularly
- ☐ Respond appropriately to reported faults

#### Poor housekeeping

- ☐ Ensure a housekeeping schedule is in place
- ☐ Monitor the working environment regularly

#### Working environment

- ☐ Ensure operators undergo familiarisation training
- ☐ Ensure proper planning and management controls are in place

#### Incorrect charging/refuelling procedures

- ☐ Ensure operators are trained
- ☐ Ensure safe systems of work and policies are in place
- ☐ Communicate these to staff and monitor behaviour

#### Lack of manager/supervisor understanding

- ☐ Provide specialist training for managers
- ☐ Ensure they have the relevant skills and knowledge
- ☐ Ensure they have the confidence to recognise and rectify unsafe practices

**Let's drill down more deeply into the underlying principles behind these.**

*"Around 60 per cent of injuries from forklift accidents are not to drivers but to those around them on foot."*





Would your managers recognise an unsafe practice?

## COMPLACENCY

This is one of the biggest issues in all areas of business and can be particularly hazardous in the lift truck operating environment due to the often repetitive nature of tasks. Unsafe behaviour that goes unchecked or does not result in an issue can easily become the norm.

"Complacency is a behavioural trait of all people and environments," Stuart explained, "and once we have understood and accepted that, we can work to address it. And this requires continuous effort, not just a one-off campaign."

## MONITORING AND GOOD MANAGEMENT

The onus is on managers and supervisors to provide adequate supervision. In the lift truck environment this means:

- Carrying out effective observations and knowing what to look for
- Being able to communicate effectively with operators and line managers
- Recognising unsafe practice and behaviour
- Maintaining and promoting health and safety standards

To do this effectively, managers and supervisors don't need an operator's certificate themselves, but they must be able to recognise what constitutes safe and unsafe practice. "But one of the challenges is that it is not necessarily common sense. For instance, turning with a raised load is an absolute no-no, as it affects the stability of the truck. But unless you understand how forklifts operate, you might think that's absolutely normal."

There are specialist courses available that will teach basic regulations and key principles to managers, including stability, safe and unsafe operating practice, and the consequences of an accident.

Managers should communicate regularly with the staff, reinforcing the company's processes and policies, which should be based on robust risk assessments, and ensuring everybody

knows what they should be doing. "Talk to your staff. Small things really make a difference. Have toolbox talks. Have beginning-of-shift talks. If there's been an incident, pull people together and reiterate again the importance. Remember, your safety measures are only as effective as those who enforce them."

Having the confidence to supervise and manage begins with having the knowledge. But it also requires the support of top management, who have to recognise it takes time to supervise, time to address issues, and time to communicate with staff. Empower your staff to take responsibility for safety and help reduce instances of bad practice.

## OPERATOR TRAINING

It's important that supervisors ensure all three elements of operator training are completed. "New starters are the highest risk by far," Stuart pointed out. "They are as likely to get injured

in the first six months of a new job as they are during the entire rest of their working lives."

Basic training is usually carried out away from the operation and includes theoretical and practical training in a safe environment.

Specific job training and familiarisation training are best delivered on site by a trusted and competent member of staff who has the skills and knowledge to instil the right attitudes and understanding. This training focuses on the specific requirements of their job and on learning how to work safely in their everyday environment. For example: the procedures and regulations applicable to the site; how its traffic management systems work; site-specific hazards such as ramps, overhead obstructions or dock levellers; and information about load types, different weights and stacking methods, and so on.

Refresher training is generally quoted as being required every three to five years, but in practice the frequency should be defined by an assessment of the business' operation and the operators. Occasional users, for example, may need to be refreshed more often, because they're not regularly putting their training into practice.

Charging and refuelling procedures are part of basic operator training. Managers should ensure they are included in specific job training and then embedded during supervision. This area is key, as battery maintenance and refuelling can present serious risks if the relevant precautions aren't taken, including shocks, burns or even explosions.

## PEDESTRIANS

"Around 60 per cent of injuries from forklift accidents are not to drivers but to those around them on foot," Stuart emphasised. "Pedestrians are the highest risk group, so awareness amongst them, and operators alike, is key."



Battery maintenance presents serious risks and requires careful precautions.

In an ideal world there would always be physical segregation between forklift trucks and pedestrians, but that's not possible in every environment. So, Stuart suggests that companies assess the workplace and involve their staff in developing safety policies that include at least a walkway system for pedestrians.

It then takes a relatively small amount of investment and time to make staff and visitors aware of the risks, segregation policies and procedures on site, and then monitor them to ensure they are adhered to.

"You can mitigate the risk by putting the right control measures in place. It's not complicated. It's applying it and being committed to it."

## BE CANNY WITH TARGETS

"The danger with KPIs is that they can easily become a tick box exercise," Stuart warned. "So, choose them carefully."

There are far more incidents of damage than of injury. That damage could be to your forklift, your racking or your stock, and don't underestimate the cost of disrupting your operation. All of these costs are measurable and come directly off your business' bottom line. So, don't just measure how many near misses you've had. Tie it into something more tangible and use that as the basis for making improvements.

## FORKLIFT FOCUS

Companies have a responsibility to maintain equipment appropriately, and most do this very effectively through planned preventative maintenance. But regular pre-use inspections at the beginning of the day or shift can help identify new faults and prevent an incident occurring.

"Pre-use inspections are part of basic training and carrying them out is the responsibility of the operator," Stuart noted. "Managers and supervisors are responsible for ensuring this is followed through and that the results are recorded. Carrying out spot checks on them regularly will ensure staff aren't ticking all the boxes without even looking at the truck."

Another reason why management training is vital is to understand the severity of faults (and their potential consequences) and make sure procedures are in place for unsafe trucks to be taken out of operation, then repaired and serviced within a given time.

## CONCLUSION

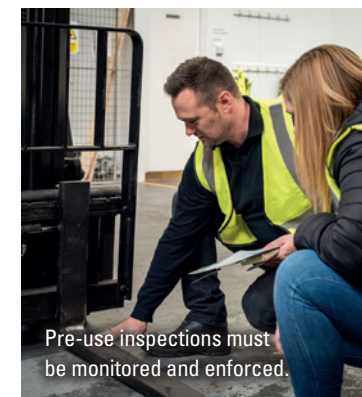
Managers and supervisors have a key role to play in site safety. "Most credible H&S organisations recognise that nearly every accident could have been avoided through better supervision and management," Stuart concluded.

Good organisations recognise the risk of complacency and empower their supervisors and managers to address it by backing them and providing them with the skills, knowledge and confidence to stop unsafe practice in its tracks. •

Article feedback is welcome: [editor@eurekapub.eu](mailto:editor@eurekapub.eu)



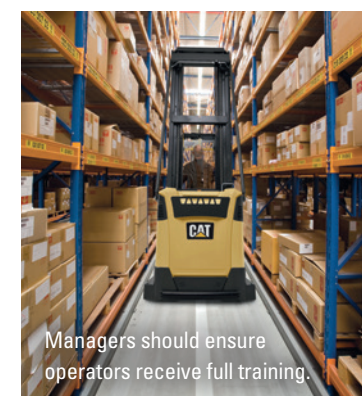
Stuart Taylor of Mentor Forklift Training.



Pre-use inspections must be monitored and enforced.



Specialist safety courses for managers are available.



Managers should ensure operators receive full training.

# EVENTS



## BAUMA 2019

**8 - 14 April 2019**  
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The 21st SIL BARCELONA edition, organised by the Consorci de la Zona Franca de Barcelona, is the leading annual exhibition in the Southern Europe and Mediterranean area. The whole logistics chain is represented: transport, logistics, distribution, intralogistics, storage, supply chain and new technologies.

[www.silbcn.com](http://www.silbcn.com)

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