

Lake County Safety Council Discussion of 12/10/10

Summary

The panelists from the December 10th Lake County Safety Council meeting have graciously given their permission to share the information they provided during the planning stage prior to the meeting. Please contact them if you have questions regarding information you heard at the luncheon. This information has not been edited for common language, but remains in its basic form.

Question #1: Describe what your company does/makes/provides.

Star Precision Products (Susan Kacsala) ó

Star Precision Products is a versatile manufacturer of precision machined metal/plastic components and assembled products.

Radix (Kevin Bryant & Bill Toll) ó Radix wire is a privately held manufacturer of high temperature wire products sold to customers in the heating, household appliance, industrial and commercial building industries as well as distributors. Among our customers are names like Whirlpool, Tappan, Surface Igniter, IEWC, and Chromalox. In general, Radix purchases raw materials like bare conductor, silicone rubber, nylon, Teflon, and other materials to insulate the conductor from high temperatures to ensure their ability to carry current as designed.

Avery Dennison Corp. (Dawn Johnston) ó Avery Dennison is the world leader of pressure sensitive materials. Our material is used on or in several areas including the most known: Office Products. Other areas of use include: health and beauty, wine, spirits and beverage, food applications and road signs.

Question #2: Describe for us how large your business is. How many employees are there? Is your building/plant part of a larger company or corporation? If so, please describe this relationship.

Star Precision Products (Susan Kacsala) –

We have about 35 employees total. We are a stand alone business. I am the Safety Coordinator.

Radix (Kevin Bryant & Bill Toll) – Radix Wire is headquartered in Euclid, OH and has manufacturing facilities in Euclid as well as a satellite R&D and Manufacturing Facility in Aurora, OH. Total employment for the company is about 100 employees, and we are not unionized.

Avery Dennison Corp. (Dawn Johnston) – Avery Dennison Corp. has approx. 300 sites worldwide (in 68 countries) with over 30,000 employees. There are 18 sites in NEO with 1,400 employees in Painesville, Mentor, Painesville Twp, Strongsville and Berea..

Operating entity reporting into Corp.

Each site can make its own decisions based on Corp. guidance.

Division sets targets - sites determine how to get there.

Question #3: Describe how the safety function is organized in your business. How many folks perform these functions? Are they full-time positions or just one of the duties along with the regular business duties? What are their roles (coordinator, technician, hygienist, etc)? To whom does the safety group report (HR, Legal, Operations)? What are the plusses and minuses for you in this structure?

Star Precision Products (Susan Kacsala) –

Safety is the most important part of manufacturing. Always safety 1st, Quality 2nd, Productivity 3rd.

I am the Materials Manager and also the Safety Coordinator.

We do have 6 First Responders. We have a company meeting every Thursday morning. The first thing discussed is safety. One of the First Responders has a little talk on safety each week. This also keeps the First Responders in front of everyone.

Radix (Kevin Bryant & Bill Toll) – Safety coordination is done jointly for HQ and both manufacturing facilities by Safety Committee, with the Manufacturing Operations Manager for both facilities as the facilitator. The Safety Committees are very active and meet on a regular basis; they consist of both hourly and salaried members and participation is voluntary. General Inspections (fire ext., eye wash station, emergency lighting, PPE, and electrical are performed monthly, and more detailed inspections are performed quarterly by the committee members. Actions from these inspections are maintained on an action log with responsibilities, prioritization and target due dates provided; the log is reviewed on a monthly basis to ensure actions are completed in accordance with appropriate timing.

Avery Dennison Corp. (Dawn Johnston) –

Safety in Avery has several tiers.

Avery Corporate ó California, sets goals/policies/procedures/metrics

FRNA/SMC Corporate ó Mentor, sets goals/policies/procedures/metrics

Each site implements goals/policies/procedures/metrics set by Corporate.

Each site also sets their own goals/policies/procedures/metrics.

There are several layers to EHS ó Corp VP ó Regional EHS Manager- Site EHS Managers- to lower level which could be EHS Techs, Coordinators, Compliance Officers.

Most site managers report to plant managers with dotted lines to Regional. Lower level positions may report to site managers/plant managers.

Question #4: What safety metrics do you track? Who sees these? Do your employees understand them?

Star Precision Products (Susan Kacsala) –

We are proud to say we have 1,011 days without a lost time injury. The days before this one was 389 days. When we made the 1,000 days mile stone we had a pizza party.

Radix (Kevin Bryant & Bill Toll) –

-OSHA Log (how many injuries, lost time and days of restricted duty) Post annual summary

-Lost Time Injuries

Investigating visibly displaying Days since Lost Time Injury

Use Employee Communications Board in Plant for:

Post PPE Inspection Results

Display Open Action Log for quarterly inspections and immediate action items.

ACTIVITIES THAT HAVE BEEN USED IN THE PAST:

Safety Bingo

S&H Stamps

Avery Dennison Corp. (Dawn Johnston) – Avery metrics follow standard RIR- DART. We also have metrics for inspections, employee participation, employee training, safety and 5S improvements and near misses.

Question #5: What incentives do you provide for safety performance? What criteria do you use to reward something?

Star Precision Products (Susan Kacsala) –

See #4

Radix (Kevin Bryant & Bill Toll) – Provide lunch to Safety Committee members.

Things that have worked in the past and we are looking to re-implement: Jackets, redemption of S&H stamps, taking committee to baseball game, special dinners for safety committee.

Avery Dennison Corp. (Dawn Johnston) - Each site designates their own incentive programs.

Avery North America does use a "score card" which is based off of metrics set by Corp. 50% of the scorecard is paid out with the other 50% coming from the site. Safety makes up about 20% of the 50% total. Other metrics are measured like losses MOE (Manufacturing Operating Expenses) scrap & uptime of the machines.

Safety is also a part of every employees GPS (Global Performance System). Each employee is expected to achieve certain levels, the higher the level (above average) the better your score- the better the raise/bonus. The bonus comes from your measurement of your scorecard metrics. So you must meet or exceed to have a payout.

Question #6: What other special programs do you have that work well? Why do you feel these work? How do you get the employees involved?

Star Precision Products (Susan Kacsala) –

Radix (Kevin Bryant & Bill Toll) –

Very Active Safety Committee, "owned" by the employees, strong backing by management team, involved BWC as part of the committee; they are invited to every committee meeting.

First Responders that have been trained in CPR/AED & First Aid.

Annual Hearing Conservation Program

Avery Dennison Corp. (Dawn Johnston) – Behavior Based Safety / Reinforced Behavioral Safety is used throughout several sites. This gets all employees involved in safety. It gives the employees an opportunity to be involved in implementing solutions.

Question #7: How do you provide safety training? Do you teach folks yourself or do you use outside sources to give classroom training? Do you use computer-based training, video or DVD training, department or group meetings as training? About how many hours on average do your employees spend in safety training annually?

Star Precision Products (Susan Kacsala) –

We do OSHA computer training - lockout/tagout, Personal Protection Equipment, Hazardous Material- once a year.

Drug free workplace- once a year (Human Resources talk).

Towmotor training & every 3 years (class instructor and driving test)

Our First Responders have training through the Red Cross & CPR, First Aid and blood borne pathogens.

Radix (Kevin Bryant & Bill Toll) ó

Third part vendor provides training on Forklift, Hazcom, Hazwop, Drug Free Work Place, CPR/AED & First Aid

Fire Safety: Fire Dept. facilitates Fire Ext. Training, Conduct Fire Safety Inspections,

Plant Metrics Meetings used for some safety training specific to machines.

Safety Topics (videos, newsletters) covered in Safety Committee Meetings

Tooling U Safety Topics

Avery Dennison Corp. (Dawn Johnston) – Each site has different ways of training. Some sites use classroom w/ computer training. Some may use internet based training where the employees have a month to do the training at their own pace.

Regulatory / Compliance or specialty training (DOT, Hazmat/ Hazwoper, RCRA) is usually done by outside sources.

Question #8: What other ideas would you like to share with the folks at this meeting?

Star Precision Products (Susan Kacsala) –

Management is very committed to safety.

We are ISO certified and do 6 internal audits on our processes every year.

Our biggest claim to fame is management showing how important safety is to the company. In discussing safety first at our weekly staff meetings and company meetings, along with a safety story every week has made the entire company very aware of how important safety is.

Radix (Kevin Bryant & Bill Toll) –

ISO 9001 Auditor is a big proponent on Safety and includes this in his annual audits as Opportunities for Improvement

BWC Representatives conduct “Fresh Eyes” audits of facility

Strong Management Commitment and Very Visible through conducting audits, immediate response to critical safety issues

Implemented Safety Devices such as: Lift Assists, Machine Guarding, Hydraulic Reel Release, Hydraulic Lifts, Lift Tables

Avery Dennison Corp. (Dawn Johnston) – Management commitment is key to a successful business- any business whether in safety, production, quality. But you also need commitment from your employees.

CFF (Cleveland Fasson Film) and EFP (Engineered Films Plants) are both VPP Star certified. Without that level of commitment from everyone- that never could have been achieved.