



# EAM

Engineered Absorbent Materials

Pulp & Paper Safety Association  
2018 Annual Conference

*Health*

*Dignity*

*Comfort*

Company Confidential



**Domtar**  
*personal care*

## MISSION STATEMENT

*“We keep one another safe, so that each of us can achieve professional success and experience a rewarding & fulfilling life”.*

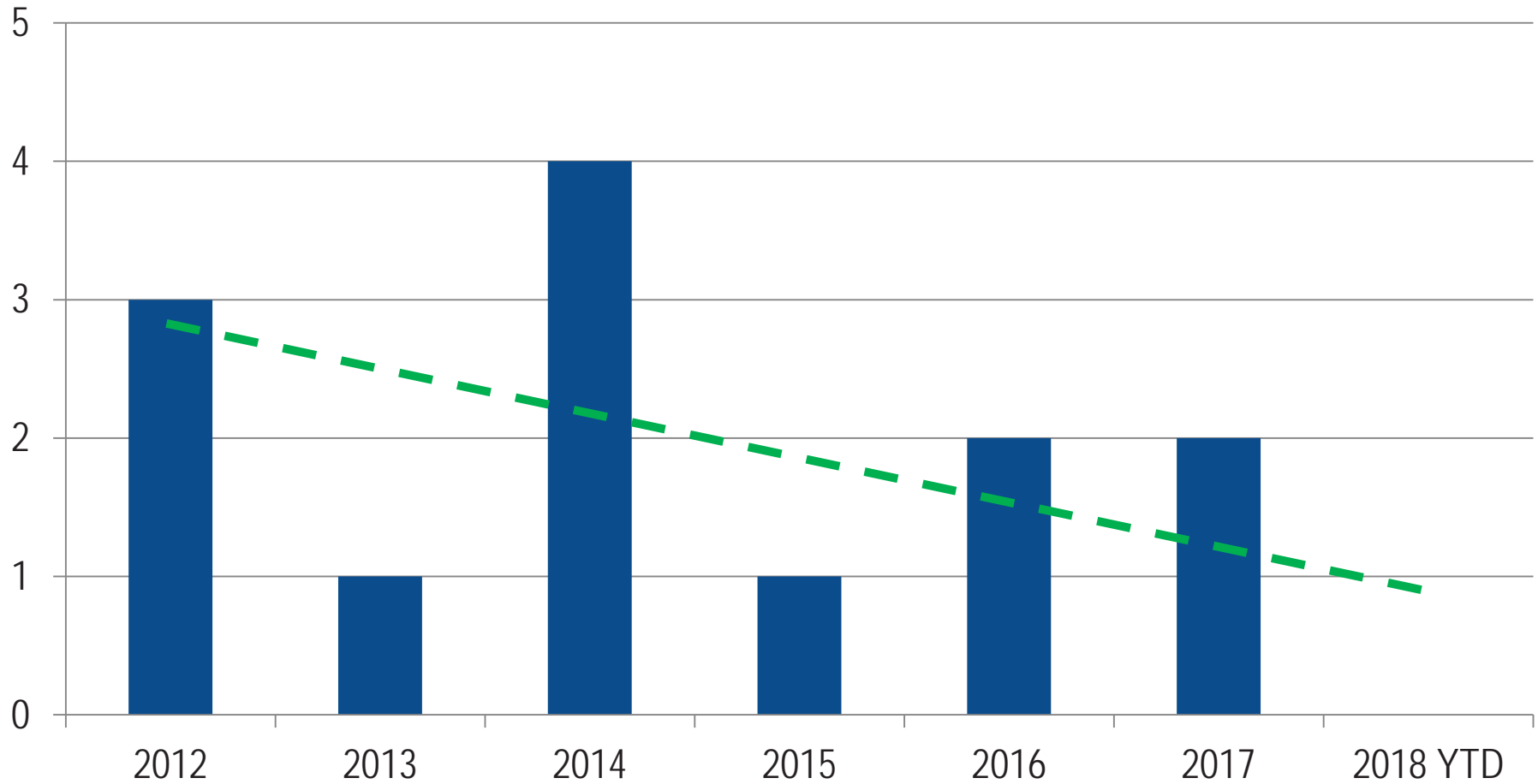
### Utilize HPI Principles

- 1) People are fallible, and even the best make mistakes.
- 2) Error-like situations are predictable, manageable, and preventable
- 3) Individual behavior is influenced by organizational processes & values.
- 4) People achieve high levels of performance based largely on the encouragement and reinforcement received from leaders, peers, and subordinates.
- 5) Events can be avoided by understanding the reasons mistakes occur and applying the lessons learned from past events.



## HISTORY

### Injuries



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## 2017 INTERNAL AUDIT BY CORPORATE SAFETY

- 35 Total Findings
- 24 Compliance Issues



How did we get so disconnected from our Mission & what are we going to do about it?



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## HOW DO WE GET MORE ENGAGEMENT?

- Start at the top & include everyone
- 5S Training – Front office first followed by all teams





# MANAGEMENT 5S WORK

Before:

After:



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## HAZARD MAPS

- Audit Findings led us to review current pedestrian walkways
  - Installed walkway guarding
  - Eliminated tall stacking of materials beside walkways
- Evident we have a lot of fork truck traffic crossing pedestrian walkways
  - Started developing a hazard map for the entire facility.



## 2018 SAFETY TEAMS

- Everyone in the facility assigned to one of four teams
  - Hazard Maps Hazard Reduction Team
  - Hand Safety Hazard Reduction Team
  - Housekeeping Hazard Reduction Team
  - Quality Team
- Participating on a team is part of everyone's performance goals for 2018
- Participation is centrally tracked
- Efforts of the teams are communicated in shift change meetings and billboard postings





# HAZARD REDUCTION PROCESS: 4 STEPS

**IDENTIFY**



**QUANTIFY**



**CONTROL**



**AUDIT**



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# HAZARDS: IDENTIFIED

*... BY USING OUR HAZARD REDUCTION TEAM (HRT)*

These HAZARDS are everywhere!

I see a HAZARD!

HRTs  
HPI  
HAND SAFETY  
I'm so HAPPY!

I see a HAZARD too!



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## HAZARDS: QUANTIFIED

... BY USING OUR RISK MATRIX

↑ Increasing Likelihood Frequency	4	Expect to occur more than once in a year	IV	II	I	I
	3	May occur several times during life of process/facility	IV	III	II	I
	2	May occur once during life of process facility	IV	IV	III	II
	1	Not expected to occur during life of process/facility	IV	IV	IV	III
		No injury or health effects	Minor to moderate injury or health effects	Moderate to severe injury or health effects	Permanently disabling injury or fatality	
		1	2	3	4	
		Consequence				
		→ Increasing Likelihood				

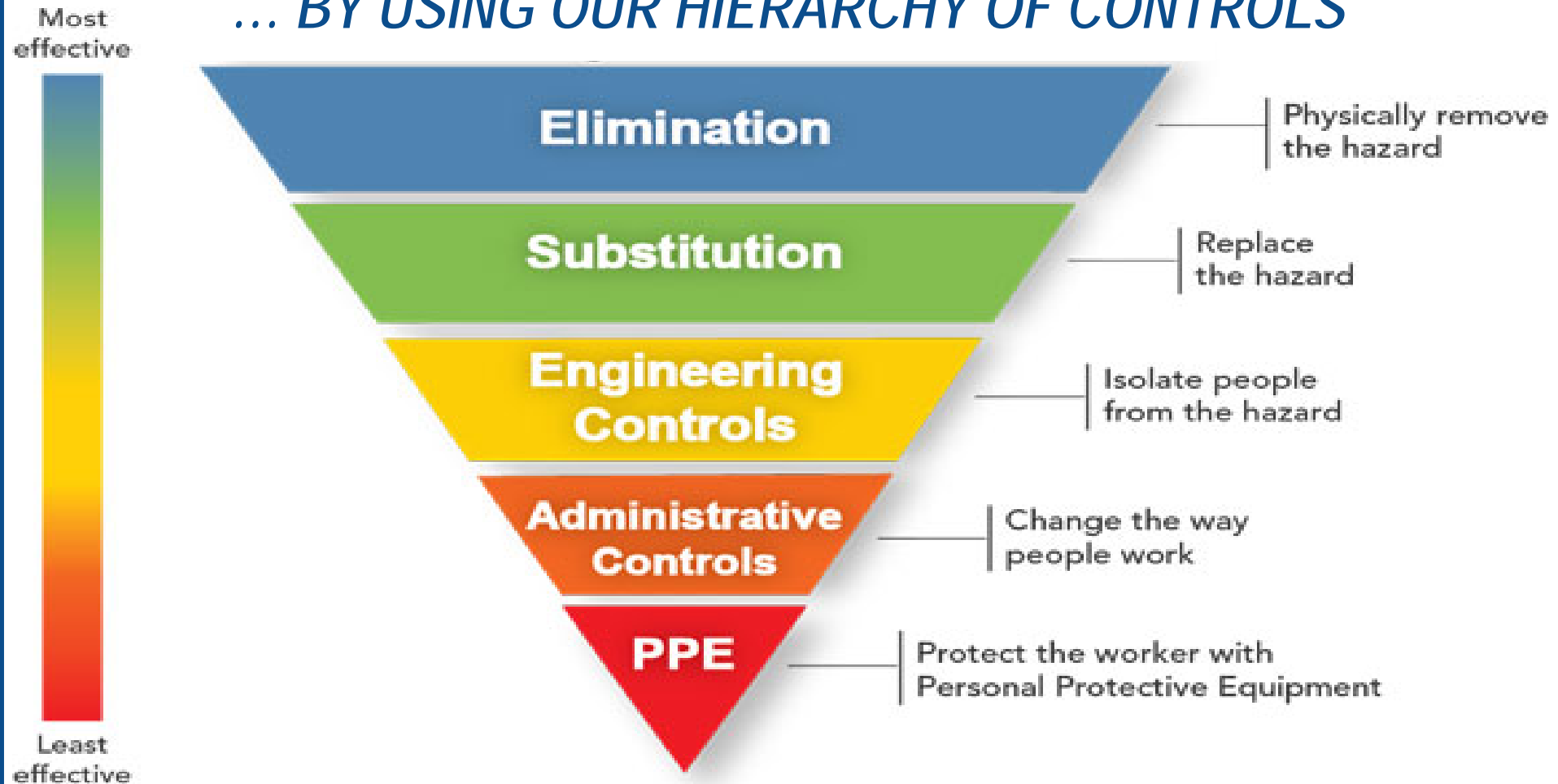


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## HAZARDS: CONTROLLED

... BY USING OUR HIERARCHY OF CONTROLS



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## CONTROLS: AUDITED

*... BY USING OUR CURRENT SYSTEMS*

WALKABOUTS

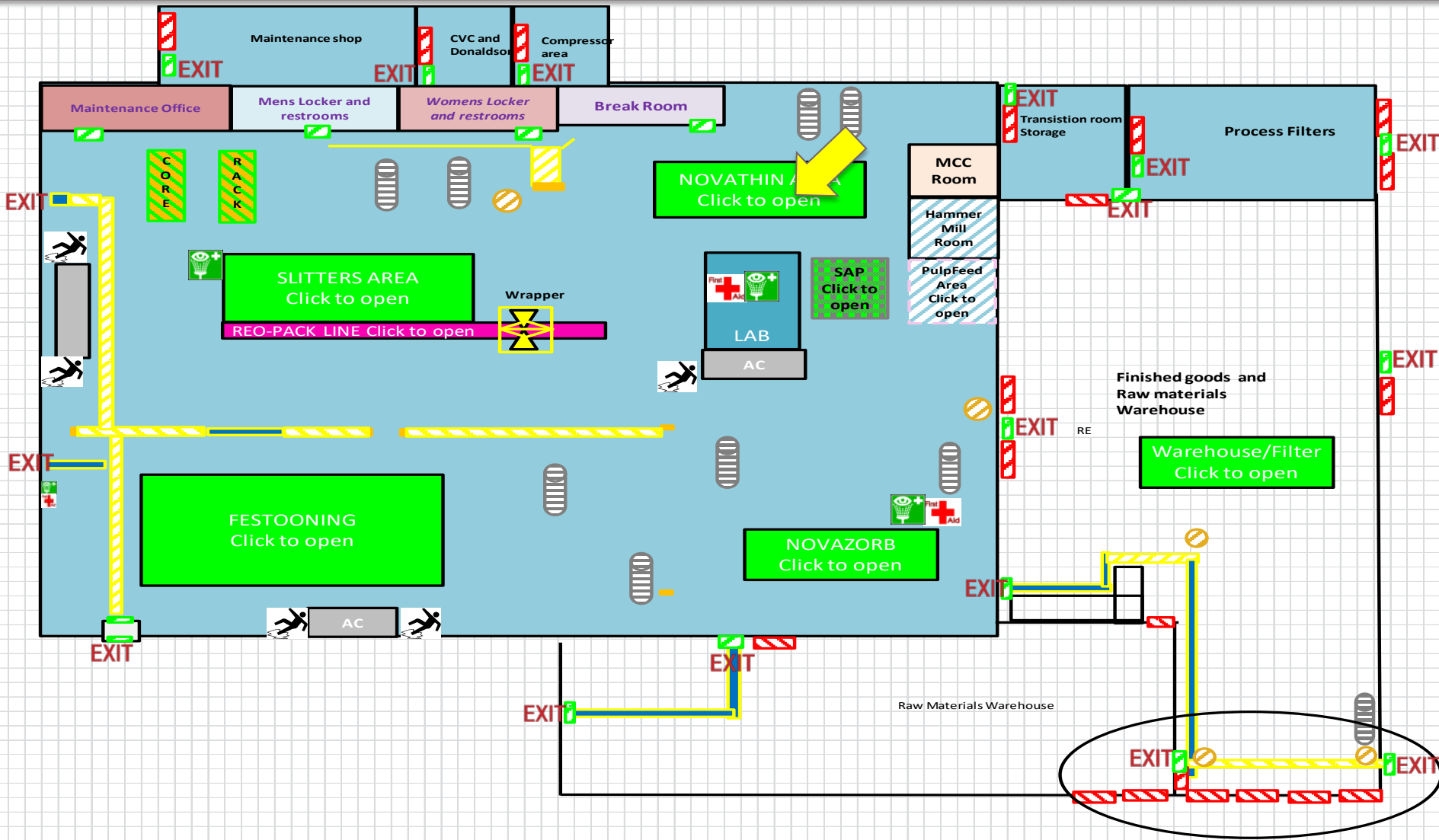
AUDITS

SOAP CARDS



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# Safety Leadership – It's PERSONAL

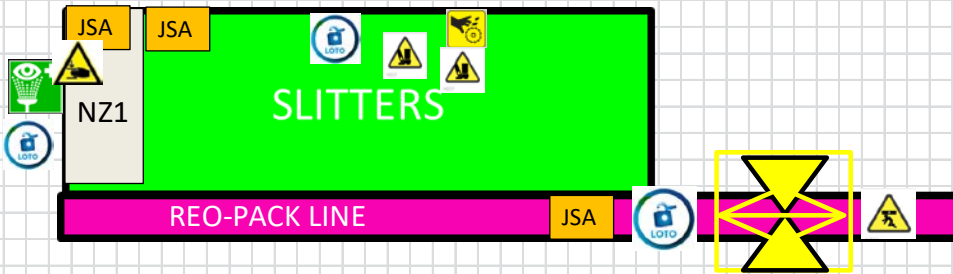
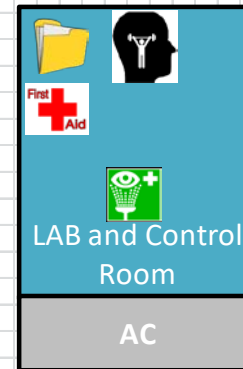
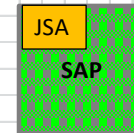
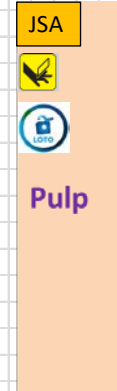
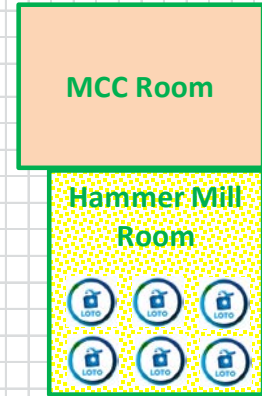
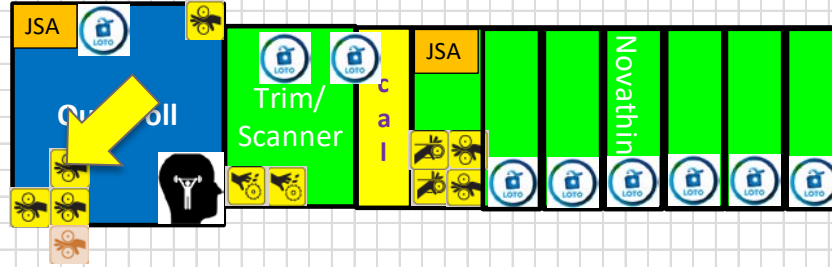
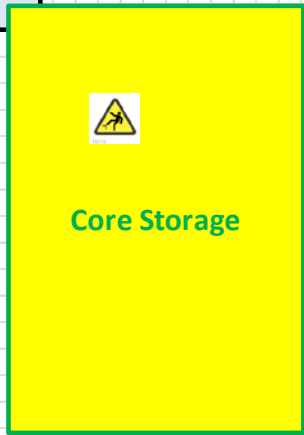


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# Safety Leadership – It's PERSONAL

## INDUSTRIAL ACCIDENT/ILLNESS REPORT

**Instructions:** This report shall be filled out by the injured employee and given to the applicable supervisor.

### PART I – TO BE FILLED OUT BY INJURED EMPLOYEE.

1. Injured Worker's Name (Last) (First)

2. Job/Position Title  
Associate

3. Normal Scheduled Working Hours/Days  
3p.m – 11p.m./ Mon.-Friday.

4. Date/Time of Accident  
6/ 03 / 03 10:55p.m.

5. Date/Time Reported  
6 / 03 /03 11:20p.m.

5a.To Whom?  
Supervisor

6. Exact Location of Accident or Source of Illness:  
compactor on airlaid machine.

7. Witnesses to the Accident: Co-worker

8 . Description of accident/illness.

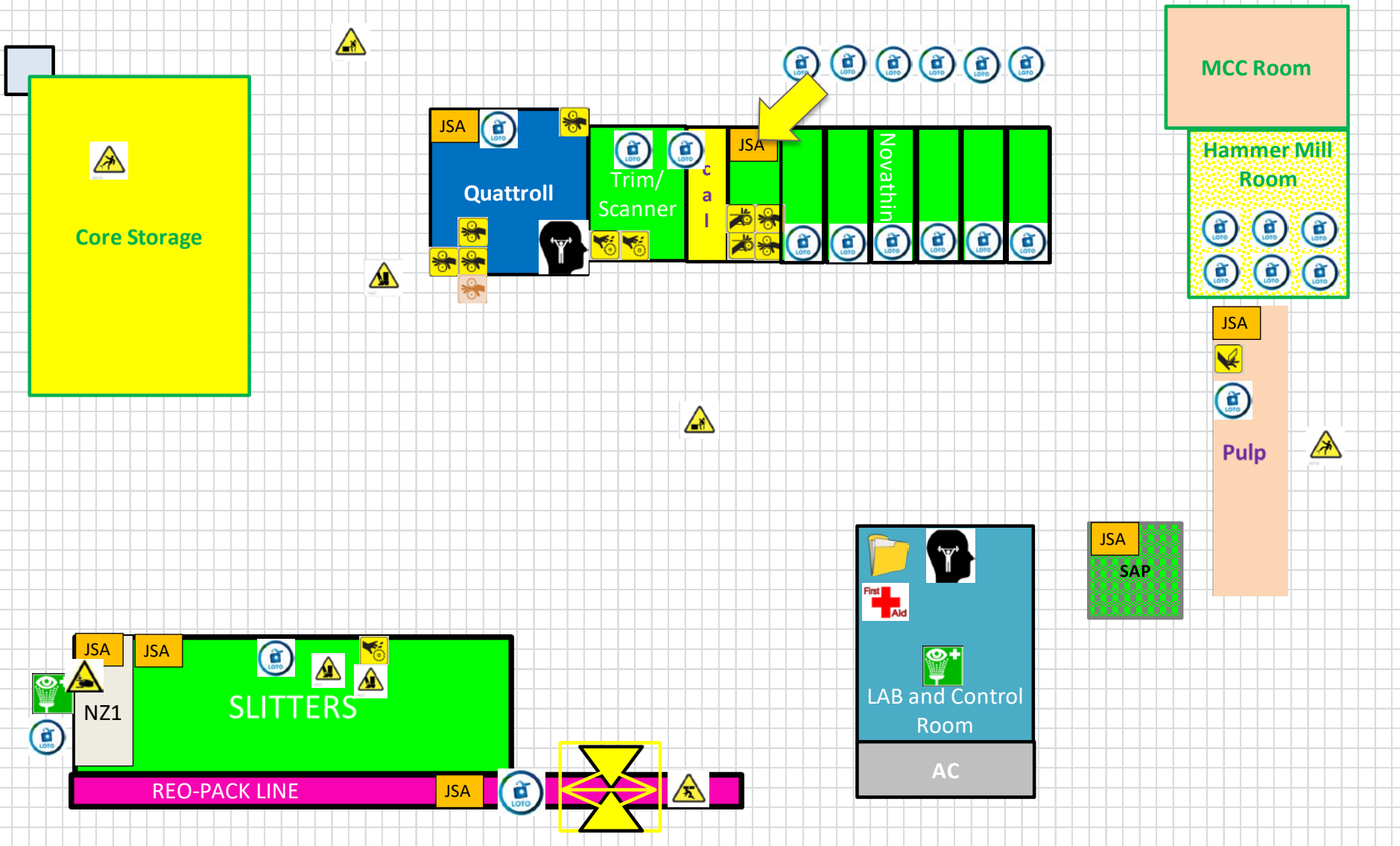
Associate was trying to clean the compactor with their right hand and holding the tissue with her left hand like they had done a lot of times before. However their right arm was caught this time in between the compactor roll and the top bar of it. The bolts holding the compactor had to be loosen in order for them to get their arm out. They were taken to the hospital to get their arm check. The doctor said there were no injuries and they were old to put ice every 20 min on their arm.They came back to work the next day.

Employee Signature

Date  
6/04/03



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EAM

## Safety Ownership

JOB SAFETY ANALYSIS		Review Date: 8/7/17	Job/Task: Quattroll Operations
Lead Person: Tony Mendez		Analysis by: James Cobb	
Date: 8/23/2016		Required PPE: Safety Glasses & Ear Plugs	
Sequence of Basic Job Steps	Potential Hazards	Recommended Action or Procedure	Safety Symbols
1 Thread tissue down the line	1 Pinch Points / Burn Hazard Radiation Hazard / Cut Hazard	1 Be aware of hand placement	  
2 Thread Quattroll	2 Pinch Points / Crushing	2 Ensure hands/body are kept clear of nip points	 
3 Load and unloading shafts Quattroll at quattroll	3 Pinch Points / Crushing	3 Ensure hands/body are kept clear of moving equipment	 
4 Slabbing Material	4 Cut Hazard	4 Be aware of hand / body placement.	
5 Loading Top Tissue	5 Fork lift safety; Back strain; crushing	5 Body position; be aware of surroundings; suspended load	 
6 Unloading Jumbo Rolls	6 Pinch points; crushing	6 Ensure hands/body are kept clear of nip points	 
7 Moving Jumbo Carts	7 Back strain; Line of fire	7 Body Position; Utilize cart caddy; be aware of surroundings	
8 Trim knife operations	8 Cut Hazard	8 Hand Placement	
<u>Upset conditions</u> or quard bypassing requires Lock Out Tag Out of the equipment.			

"If employees have any questions or concerns about the information detailed in a Job Hazard Assessment, they should contact their local site safety manager or any other EAM manager. Suggested improvement to and reported concerns about safety procedures are encouraged and welcome."

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Color Legend	
Pinch point/Nip	Yellow
Hot	Red
Cut	Orange
Line of Fire	Green
Slip/Trip	Purple
Equipment Inspection	Blue
Bump Hazard	Light Blue
Ergonomics	Black



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# Safety Leadership – It's PERSONAL

EAM CORPORATION	JSA Quattroll Winder	Sec.: <b>JSA002</b> Rev.: <b>0</b> Original Date: <b>8/7/17</b> Revision Date: Page: <b>6</b> of <b>6</b>
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**Trainee date and signature**

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**Trainer date and signature**

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**Revision History**

Revision	Date	Revised By	Comments

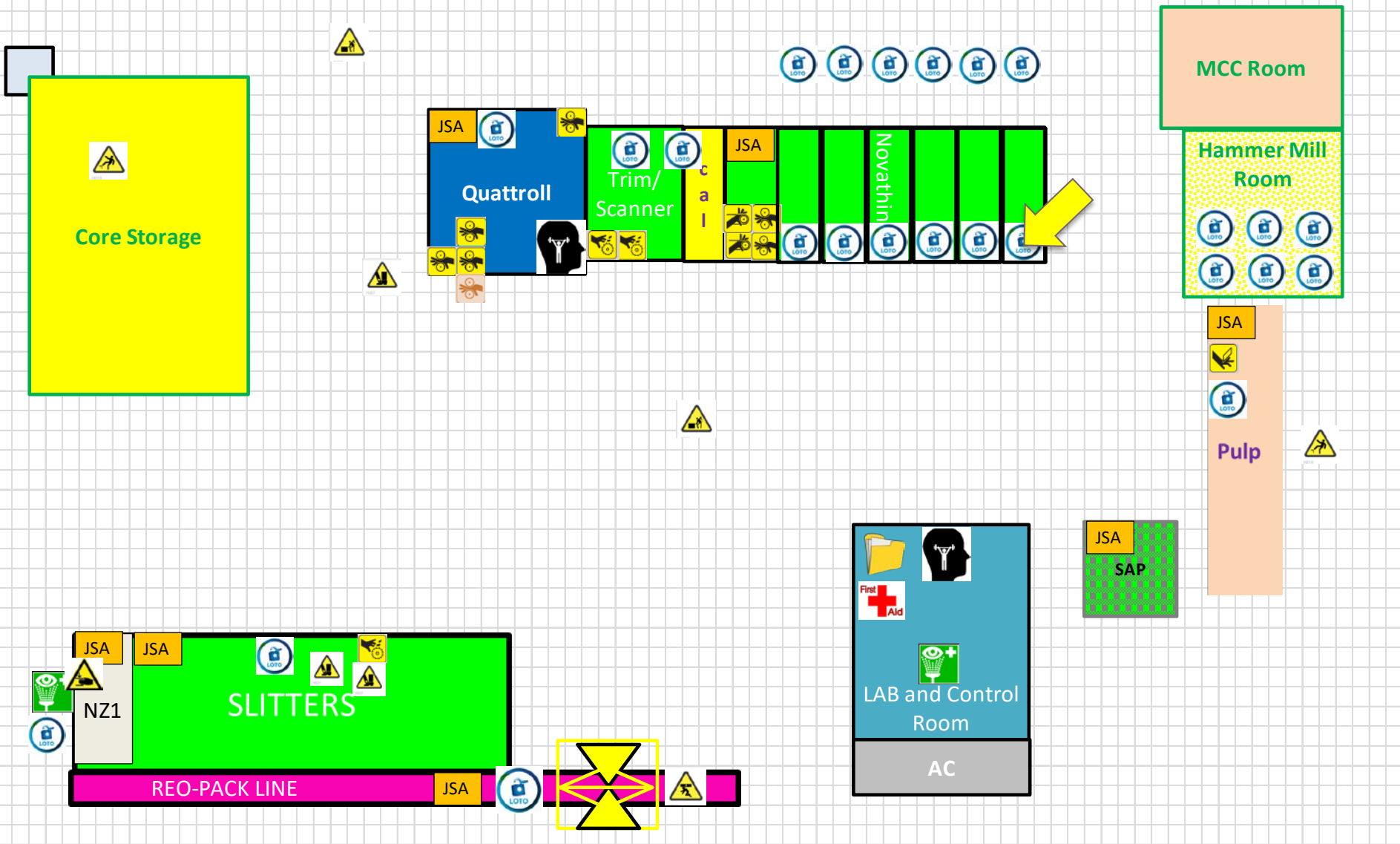


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# Safety Leadership – It's PERSONAL

EAM CORPORATION

Forming head #6 LOTO

Sec.: LOTO006 Rev.:

Original Date: 3/6/18

Revision Date:

Page: 1 of 9

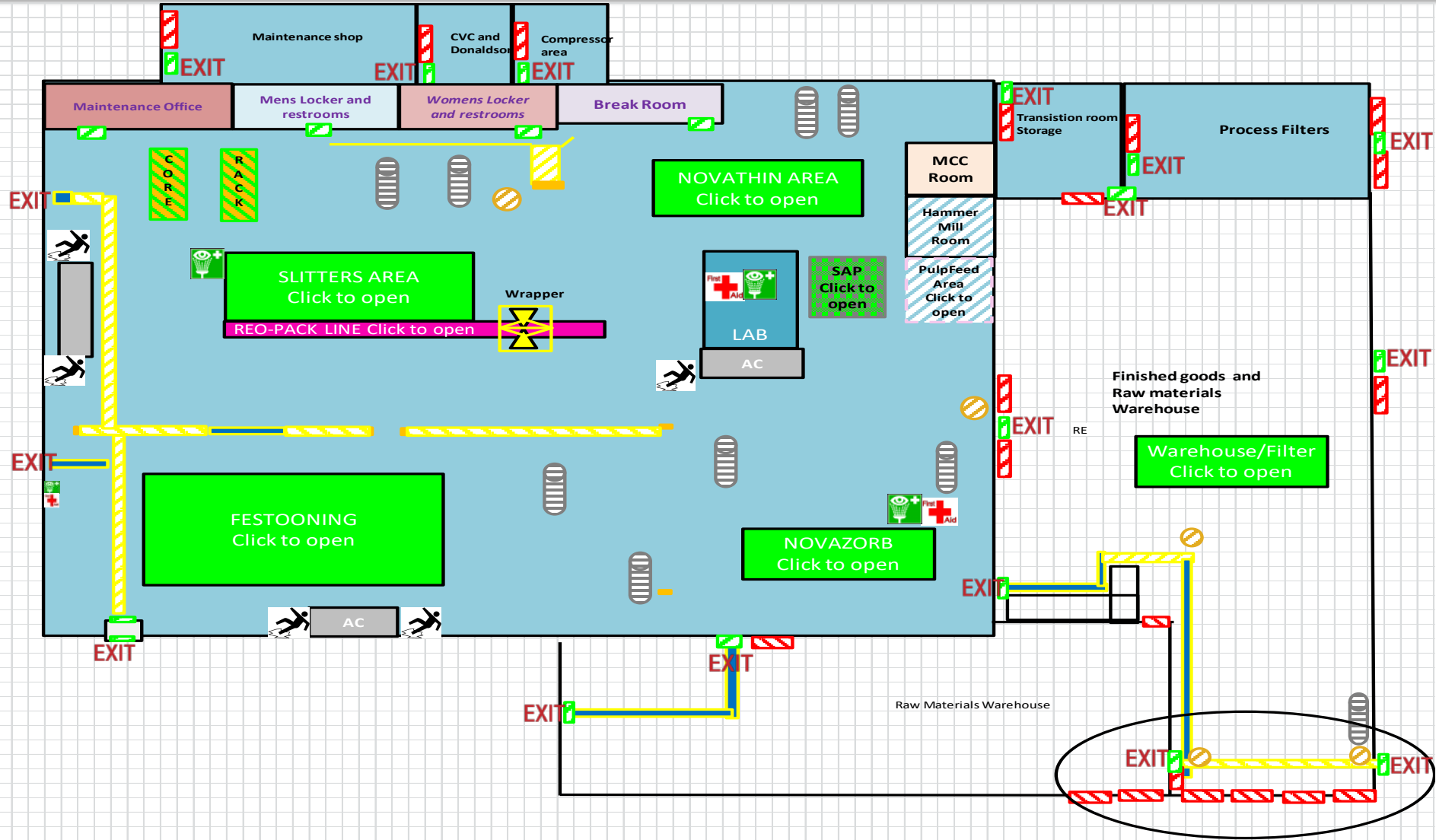
## 1.0 Scope

This procedure describes the steps that should be taken to safely de-energize forming head #6. These steps should be taken any time maintenance or cleaning is performed on the machine.



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## HAND SAFETY HRT RISK ASSESSMENTS

EAM Risk Matrix Summary									
DATE	Area	Frequency	Consequence	Score	Comments	Current Actions to mitigate	Future Mitigation	Capital or Work Order	ASSIGNED TO
3/21/2018	Knife Bar on Slitters	4	3	I	Potential for someone's hand to go thru knives.	Enforce that the guards are in place.	We need to put an interlock on the knife guard.		Clever
3/21/2018	Measuring slits & diameter at slitters	4	3	I	While measuring slit width/diameter the potential for the tape measure to get caught by the shaft presents a cut hazard	We need to use a ruler to measure the slit width instead of the measuring tape.	Use a camera to measure the widths.		Taite Crews
4/25/2018	Pinch point at roll lift at slitters	3	2	II	Fingers and hands get caught while the lift arms are raising	Add pinch point labels and ensure all operators that are running the controls are communicating to their	Re-engineer	Leadership team to review	Anthony Hickox & Bryant Tanner
5/16/2018	General cutting with knife throughout plant	3	2	III	No need to require gloves for our process.	Evaluate the type of gloves that will be required.	Sample safety knives.	N/A	Mark Mutchler & Adam Mattingly
5/16/2018	Quattroll /NovaZorb	4	3	I	Design or develop an unwind system to eliminate slabbing of material.	Require cut resistant gloves.	Design equipment that will remove the excess material left on the shaft.	N/A	Tony Mendez & Anthony Hickox
5/16/2018	All slitter knives	4	2	II	Gloves should be required while changing slitter knives.	Require cut resistant gloves.	sure how to eliminate this	N/A	Chad Johnson, Tony Mendez, & Bryant Tanner
5/16/2018	Pulpfeed	4	3	I	New tracking or rail system to eliminate possible crushed hands while loading pulp. Add guide rails on top of existing stands.	Design a cradle for the stands.	Purchase a remote pendant for the hoist.	Not sure yet.	Lannice Clever & Taite Crews



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## SAFETY TUESDAYS



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## RESULTS THROUGH TODAY

- 415 Safe work days
- 42% of the workforce has participated on their assigned team
  - Several have attended multiple meetings
- 99% participation in Risk Assessments Card completions
- 99.2% participation in Safety Observations Card completions
- Quality losses below budget
- Run rates above budget
- EBITDA above budget





# THE FIBER *of* Domtar

AGILE | CARING | INNOVATIVE

