



PPSA Conference

Ponte Vedra, FL
June 2022

Safety Steering Team

Paper
SC

PS&D
SC

Pulp
SC

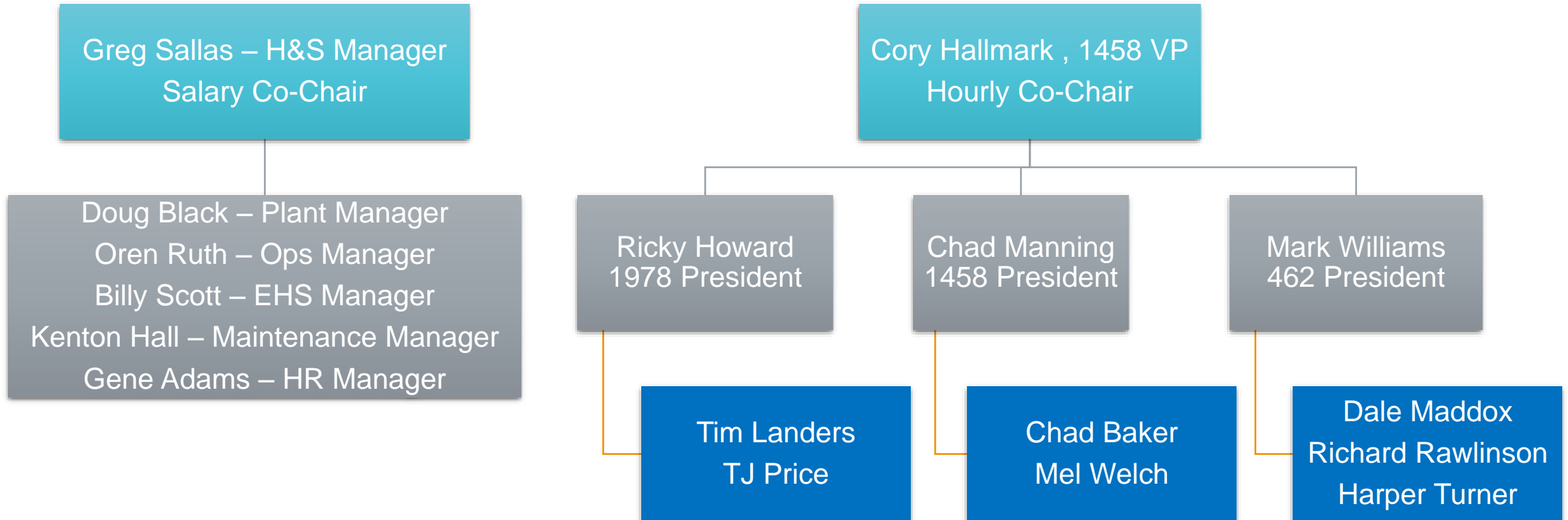
Power
SC

Chemical
SC

Wood
SC

Maintenance
SC

Safety Steering Team



AGENDA

Safety Steering Team Meeting

April 21, 2022

2:30 PM – 4:00 PM

Required Attendees: Lead Team, Safety Manager, Safety Supervisor (As Needed), Union Reps

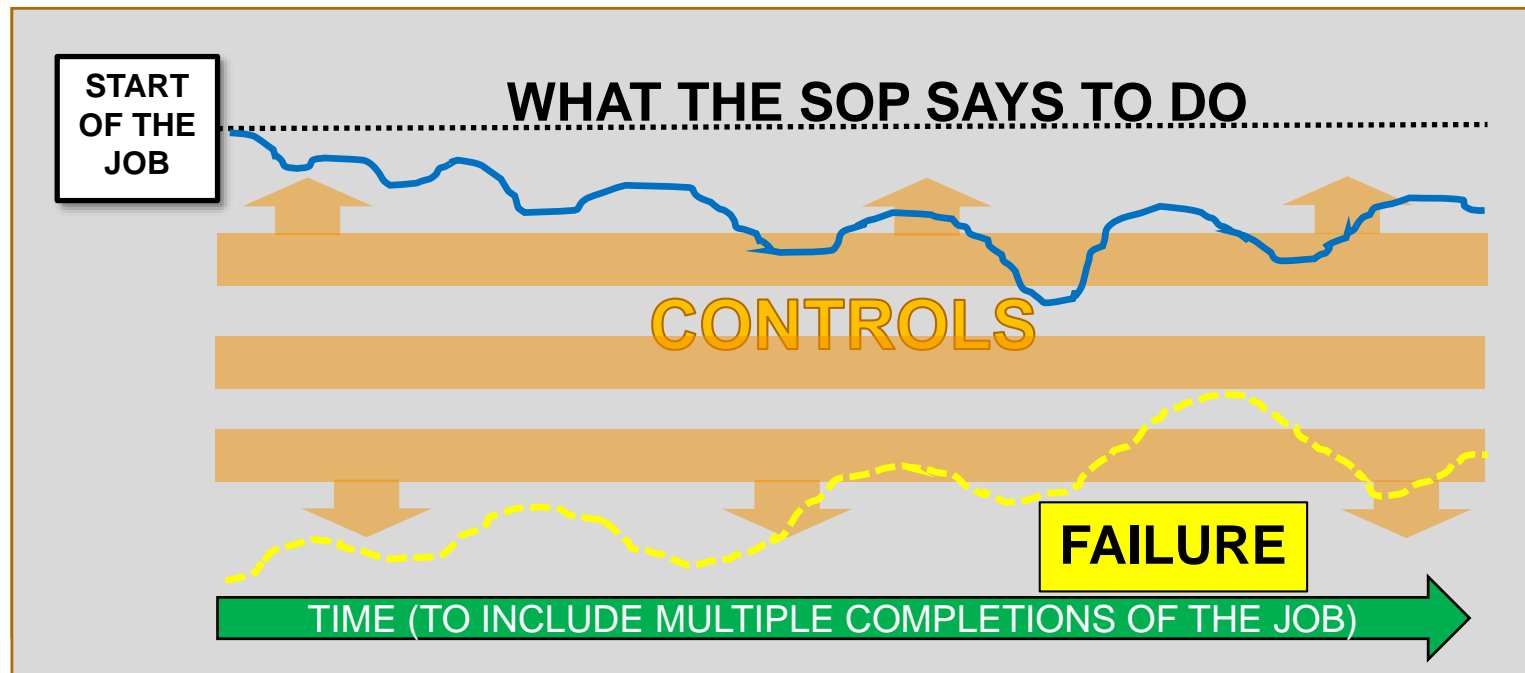
Please read: Agenda, Any Emails Related to Meeting

2:30 PM – 2:35 PM	Safety Manager's Report- Topics submitted for review prior to meeting Safe Work Observation Data-Mar 99.50% New SWO Database Year to-Date 2022- Lagging & Leading Indicators	Safety Manager
2:35 PM – 2:45 PM	Review of Incidents since Last Meeting- Topics submitted for review prior to meeting SIA Status reports- YTD 2022 Incident Corrective Action Summary 03-10-2022 to 05-11-2022 2022 PR Life Potentials 2022 Top 5	Safety Manager
2:45 PM – 2:55 PM	Corporate Communique/Alert Review, Mill SIAs, OSHA 300(quarterly)- Topics submitted for review prior to meeting: SIA-Lower Back Strain Pulp Maintenance	Safety Manager
2:55 PM – 3:45 PM	Agenda Items Unscheduled work: frequency/fatigue Chemical unloading Draft Heat Stress Prevention Program	Co-Chairs
3:45 PM – 4:00 PM	Action Item Status Report	Co-Chairs

- The Safety Steering Team (SST) was hampered by the members pulling in different directions trying to meet the same goals.
 - All members realized we could not continue down this path and be successful.
- Participated in training provided by USW on “Increasing the Effectiveness of Labor-Management Health and Safety Committees.”
 - The training allowed the SST to see our goals were closely aligned.
- During this same time frame International Paper and the USW began adopting the theory of Human and Organizational Performance (HOP).
 - This allowed the SST the ability to increase the involvement of the people who do the work to proactively focus on the improvement of our safety management systems.
 - Incorporated Learning Events to understand how our team members work within complex systems in order to build sufficient Layers of Protection that are more tolerant of human error and variability in our work.

Layers of Protection – Creating a Buffer to Failure

- By using controls, we can increase the margin for error to minimize the occurrence of failure.
 - Multiple controls (layers) tolerate different errors.

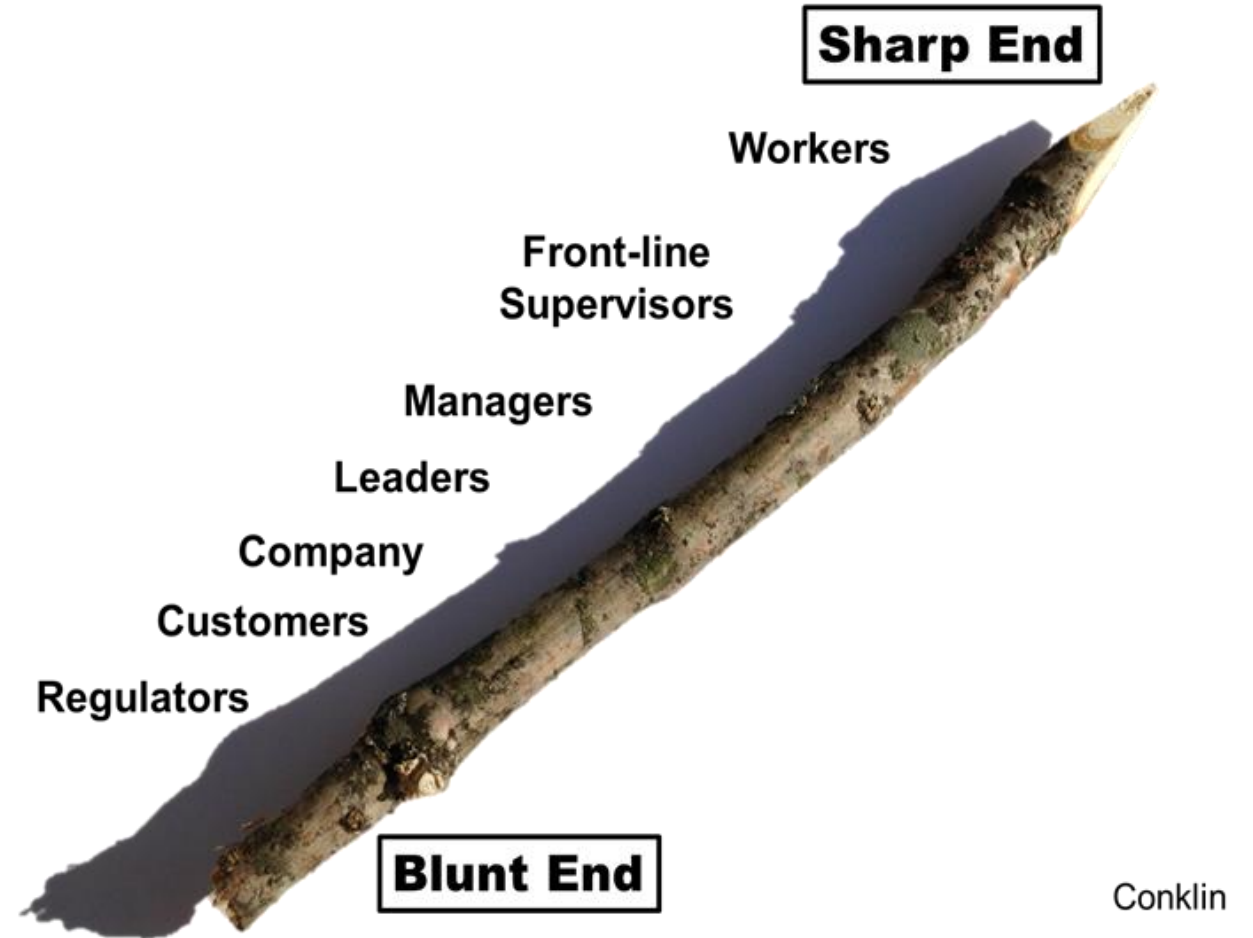


Since Implementing This Strategy The Prattville Mill Has:

- Active Departmental Safety Committees that report safety mitigation status updates and other topics to the SST.
- Launched proactive risk management programs and use root cause analysis (Physical, Human, Latent) to understand why the risk management programs failed, rather than *who* is to blame.
- Created a Culture of Safety that goes beyond compliance. We build layers of protection that include both prevention and recovery in order to “fail safe.”
- Provided each member of the workforce with the experience and/or training in how to recognize unsafe acts and conditions. Additionally, we teach and how to take steps to avoid or mitigate them (Hazard Recognition Training).
- Leveraged accidents investigations, injuries and near misses, as along with health and safety concerns, to develop recommendations for corrective actions, equipment purchases (such as machine guards or personal protective equipment), revise or create new safety policies.
- Authorized and empowered each team member with Stop-Work Authority.

A Sample Learning Event

- The Learning Events include many non-traditional safety committee members in order to successfully accomplish the goal.
- The teams are heavily weighted by those who perform the tasks, as well as those who may have insight to the process and activities being reviewed.
- Managerial/Supervisory roles are minimized in order to have the outcomes driven by the stake holders (workers) aka “THE SHARP END OF THE STICK”.
- Without the inclusion of these team members, the outcomes would not be nearly as successful.




A Sample Learning Event



Learning Events establish:

- Key Learnings
- Actionable Improvement & Follow-ups
- Findings are present to the Safety Steering Team
- Corrective actions completion is monitored.

LE	Learning Event Summary Prattville Mill LOTO Process Issues INTERNATIONAL PAPER	Learning Team Members 1. TJ Price 2. Tim Landers 3. Chad Baker 4. Mel Walsh 5. Todd Helms 6. Harper Turner 7. Randall Jones 8. Hilary Walcott 9. Shane Disbrow																		
March 8-9, 2022																				
<input type="checkbox"/> Pre-event <input checked="" type="checkbox"/> Post-event																				
<p>A team of safety leaders met to review and discuss previous safety incidents that had occurred related to the LOTO process. Throughout the discussion, the team was able to identify certain areas within the LOTO process where errors had been made in the past and wanted to gain and understanding of the true cause of these issues.</p> <p>The issues that identified were:</p> <ol style="list-style-type: none"> 1) Control On/Control Verified initials not being in place 2) Applying locks to the wrong equipment 3) Valves being placed in the wrong position (i.e., open instead of closed) <p>Once identified, the team worked to identify preventative controls to reduce the probability of these events occurring in the future.</p>																				
<p>Key Learnings: (e.g. faulty process, inadequate/lacking controls, lack of tools, etc.)</p> <ol style="list-style-type: none"> 1) The verification process was being circumvented, allowing additional opportunities for errors to be made and not recognized. 2) Improvements could be made to the LOTO training process to familiarize employees with the equipment in their areas. 3) The annual LOTO proficiency training had changed to exclude various steps, including the verification process and the "hands-on demonstration" aspect. 4) Roles and responsibilities were not clearly defined and were not consistent across departments. 																				
<table border="1"> <thead> <tr> <th>Improvements/Follow-ups:</th> <th>Due Date:</th> <th>Responsible Party:</th> </tr> </thead> <tbody> <tr> <td>Revamp annual LOTO Proficiency training to include the correct aspects <ul style="list-style-type: none"> • Revise the Proficiency Evaluation Checklist • Perform "Train the Trainer" training to ensure understanding • Include the "Hands on Demonstration" • Develop new or improve the current lockout boards </td> <td>July 2022</td> <td>Learning Event Team</td> </tr> <tr> <td>ECC Improvements <ul style="list-style-type: none"> • Formatting • Sequencing • Modification Process </td> <td>TBD</td> <td>SMS Team</td> </tr> <tr> <td>Revise general LOTO training to include: <ul style="list-style-type: none"> • Proper method to perform "verification step" in LOTO process • Proper sequencing based on equipment included in LO (unlock process) • Equipment specific or department specific training </td> <td>TBD</td> <td>EHS</td> </tr> <tr> <td>Review and evaluate the current roles and responsibilities associated with the LOTO process</td> <td>TBD</td> <td>TBD</td> </tr> <tr> <td>Evaluate the standardization of EID Tags across the departments</td> <td>Long Term</td> <td>TBD</td> </tr> </tbody> </table>			Improvements/Follow-ups:	Due Date:	Responsible Party:	Revamp annual LOTO Proficiency training to include the correct aspects <ul style="list-style-type: none"> • Revise the Proficiency Evaluation Checklist • Perform "Train the Trainer" training to ensure understanding • Include the "Hands on Demonstration" • Develop new or improve the current lockout boards 	July 2022	Learning Event Team	ECC Improvements <ul style="list-style-type: none"> • Formatting • Sequencing • Modification Process 	TBD	SMS Team	Revise general LOTO training to include: <ul style="list-style-type: none"> • Proper method to perform "verification step" in LOTO process • Proper sequencing based on equipment included in LO (unlock process) • Equipment specific or department specific training 	TBD	EHS	Review and evaluate the current roles and responsibilities associated with the LOTO process	TBD	TBD	Evaluate the standardization of EID Tags across the departments	Long Term	TBD
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<p>Parking Lot: (e.g. items out of scope of the learning event but need more follow-up.)</p> <ul style="list-style-type: none"> - ECC Task List Items - Reporting Process associated with LOTO - FLL Expectations - Communication and Planning Associated 																				

Employee Involvement leads to Safety Improvement

Although there may not be a direct correlation to measure the effectiveness of Safety Committee Training, the mill has achieved the following since the initial training in 2018:

- Alignment with agenda items and discussion topics
- 340% increase in Top 5 Hazards mitigated from 2018 – 2021
- 260% reduction in Total number of Recordable Incidents 2018 – 2021
- Zero Lost Work Incident Rates since 2018
- Safe Work Observations/Employee Driven Safety – 99% Participation Rate in 2021
- Completed Learning Events
 - Pre-event:
 - Installation of top unloading rack
 - Paper Machine Reel Crane
 - Pulp Mill Pedestrian Restricted Access
 - Post Event
 - Coke crusher refinements
 - Portal crane end improvement
 - Lock out process revision
 - Acid unloading improvements