“Safety Results = EE X L2”

PPSA ANNUAL MEETING
SAVANNAH, GA  JUNE 8, 2015

Bob Grygotis
VP/General Manager
Domtar Ashdown mill
MY BIO

- 1978 to 1995 Mead Paper Kingsport, Tennessee various production assignments across mill
- 1995 to 2001 Willamette Industries Kingsport, Tennessee Production management in pulp and Power areas, Assigned as lead for major capital project.
- 2001 to 2002 Willamette Industries Hawesville, KY. Production manager of Medium mill
- 2002 to 2003 Weyerhaeuser Henderson, KY. Mill Manager
- 2006 to 2011 Weyerhaeuser Port Wentworth, Ga. Mill Manager
- 2011 to present Domtar Ashdown Ark.
- Married to Sherry with two boys 13 and 10
DOMTAR - ASHDOWN

MILL PROCESS LAYOUT

Revision: 01/24/2014

DOMTAR, Ashdown: Startup 1968

TOTAL UCFs PRODUCTION 629,189 tpy

MARKET PULP 174,000 ADMT/y

Converting Equipment
- Five Will Sheeters (2 nine-pocket / 2 ten-pocket and 1 twelve-pocket making 1,200 tpd)

Products
ucfs papers: copy paper (xerox), offset, 3M Notepad, check paper, reply card, and forms bond

Personnel
Operations: 525
Maintenance: 254
Total Hourly: 759
Exempt Salary: 197
Non-Exempt: 8
Clerical: 33
Total: 997

Water Source: Lake
- Primary treatment: Accelerators
- Secondary treatment: Sand Filters

Effluent Treatment
- Primary treatment: 3 Clarifiers
- Secondary treatment: 100 acre Settling Basin

CE 3.8 MM lb/d 1979 1075 psi
GOT 5.3 MM lb/d 1969 1150 psi

Power Blr
Bank Gas Coal

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DOMTAR ASHDOWN

- Owns and operates the Ashdown Paper and Pulp Mill in Ashdown, AR
  - Located to the north of the Red River
  - 2,553 acre site in Little River County
  - 940 employees; 760 hourly Two locals, 180 salaried

- Products and Production
  - 686,000 tons/year uncoated freesheet from three paper machines
    (end use - copy paper, recycle, forms bond, bag, check, etc.)
  - 760,000 tonnes annual pulp production slush
  - 200,000 tonnes per year bale pulp
KEYS TO DELIVERY OF PERFORMANCE

- Personalize your approach to engage employees
  - Have fun and be creative in delivery
  - Get people excited about what they can do, how they make a difference
  - Give credit to your team and employees in all situations
  - Not everyone is reached by the same method
  - Safety means different things to each person
TOOLS FOR EMPLOYEE ENGAGEMENT

CHLORATE UNLOADING AREA

HAZARD MAP LOG

1. Slip & Trip Hazard/Top of railcar
2. Burn Hazard/Hot water clean up hose
3. Chemical exposure/Coupling on sodium chlorate line
4. Chemical exposure – Fire Hazard/Dried sodium chlorate
5. Strain Hazard/Raising and lowering chlorate car access stairs
6. Slip & Trip hazard/Chlorate car access stairs
7. Trip Hazard/Stairs protruding into walkway
8. Slip & Trip Hazard/East and West stairs leading up to the top of the chlorate loading platform
SAFETY - NOUN OR VERB?

How is Safety interpreted in your mill as a noun or a verb?

In the noun form this refers to a department or a set of employees.

Most likely not enough mass to make meaningful difference.

In the verb form it is an action verb that shows it is alive and well in the work environment, OWNED by MANY and lead from many directions.
WHAT IS YOUR APPROACH TO SAFETY

What are the dangers of compliance?

What are the rewards of engagement?

How do you bring people to the “Safety Table”? 
HOW DOES YOUR SAFETY PROCESS LOOK?

Control drives Compliance

Autonomy drives Engagement
DELIVERING WITH LEADERSHIP

What are the signs?

What do you expect???

- Do Audio and Video line up?
- Are leaders leading safety? If they cannot then what?
- Where does your path on the way to safety results go through?
- Does it include or exclude leadership?
HOW TO HAVE FUN AND LEAD SAFETY

- WALK A MILE IN MY SHOES EXAMPLE
- LEADING SAFETY AUDITS
- ICE CREAM SOCIALS to beat the HEAT
- REFEREE giving tickets/coupons for safe drivers
- Safety duck Race
- Dirty jobs process to show fun with safety

Have fun with Safety and challenge your team, they will deliver!