

June 24th – 26th, 2019

Evadale Safety Committee

People Driving Change



Mill Background

Mill founded 1954

Evadale members **Total: 720**
Salary – 180
Hourly – 541

Annual paper production capacity 700,000+ tons

Mill size 2000 acres





Wetyard

Woodyard

Power & Recovery Boilers

Lime Kilns

Water Treatment

Pulp Mill

Shipping

Coating Plant

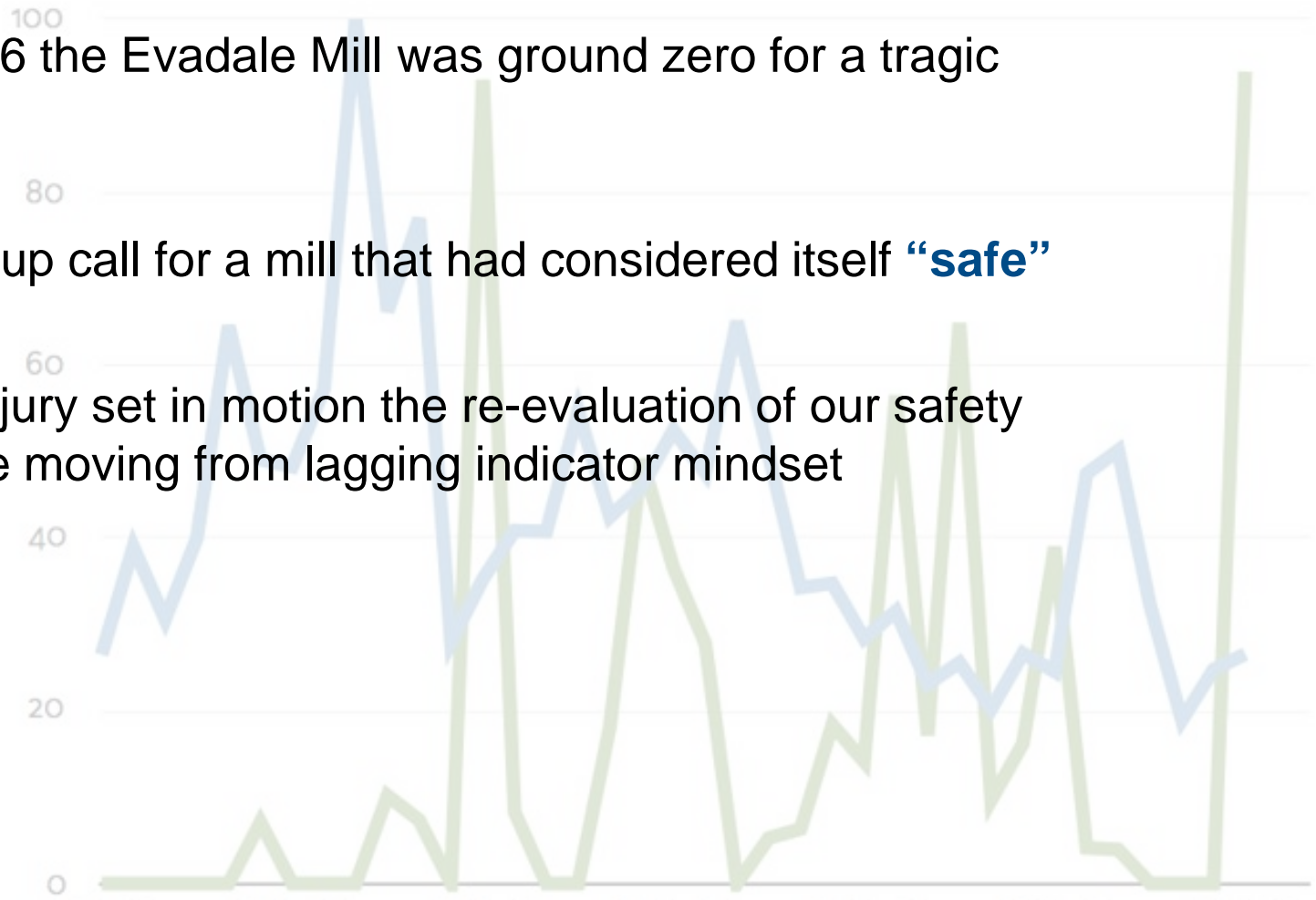
E5

E4

E2

Prior to the HSC (Hourly Safety Committee)

- In 2016 the Evadale Mill was ground zero for a tragic injury
- Wake up call for a mill that had considered itself “safe”
- The injury set in motion the re-evaluation of our safety culture moving from lagging indicator mindset



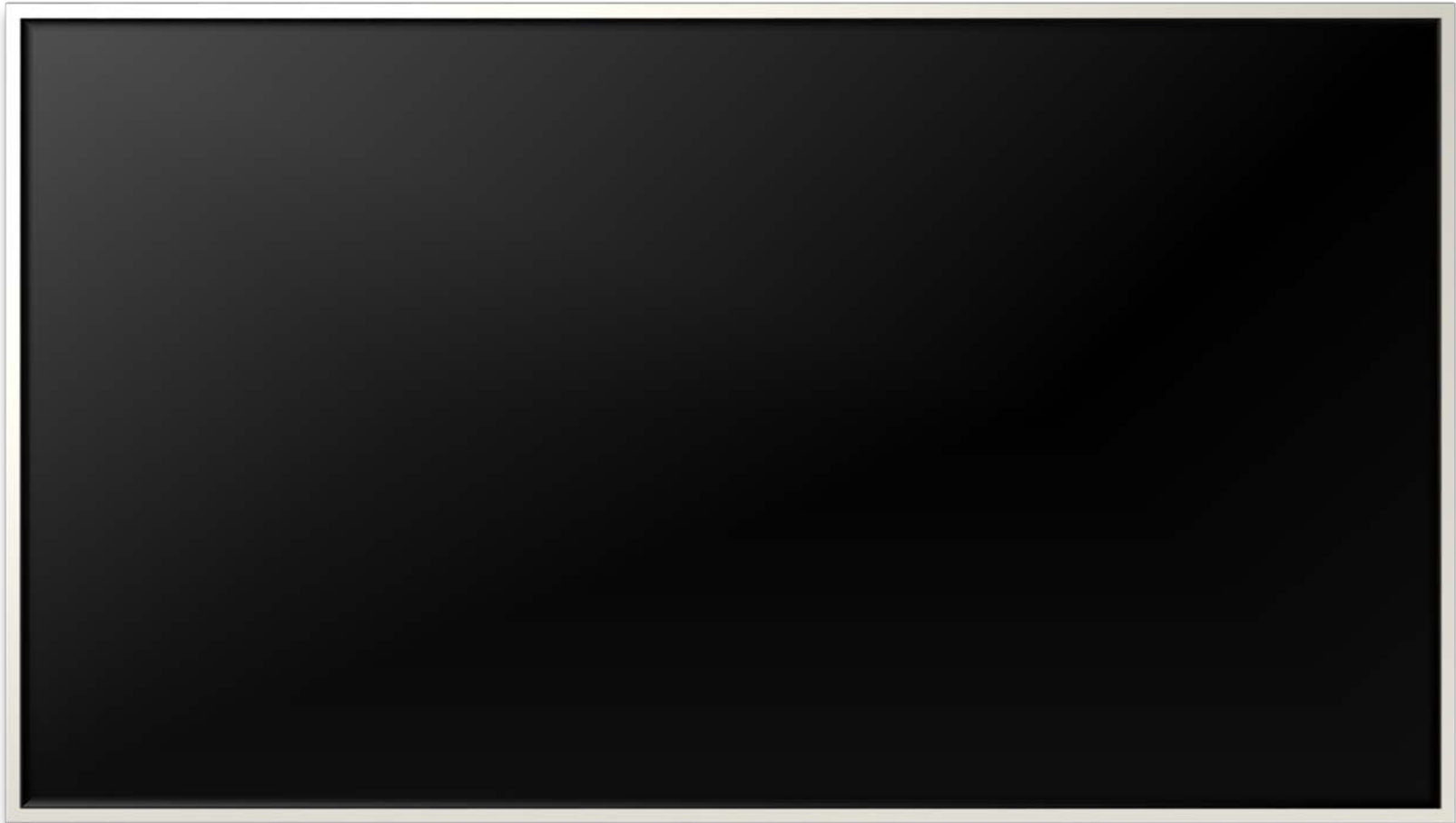
Prior State Challenge

In your opinion, what was the safety culture prior to the Hourly Safety Committee (HSC)?



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Clear Consistent Safety Message

- Safety before anything else must become the **“norm”**
- Safety discussions need to be conversational - **heard and addressed**
- Employees need to be **engaged** in their safety and the safety of their co-workers



Call to Action

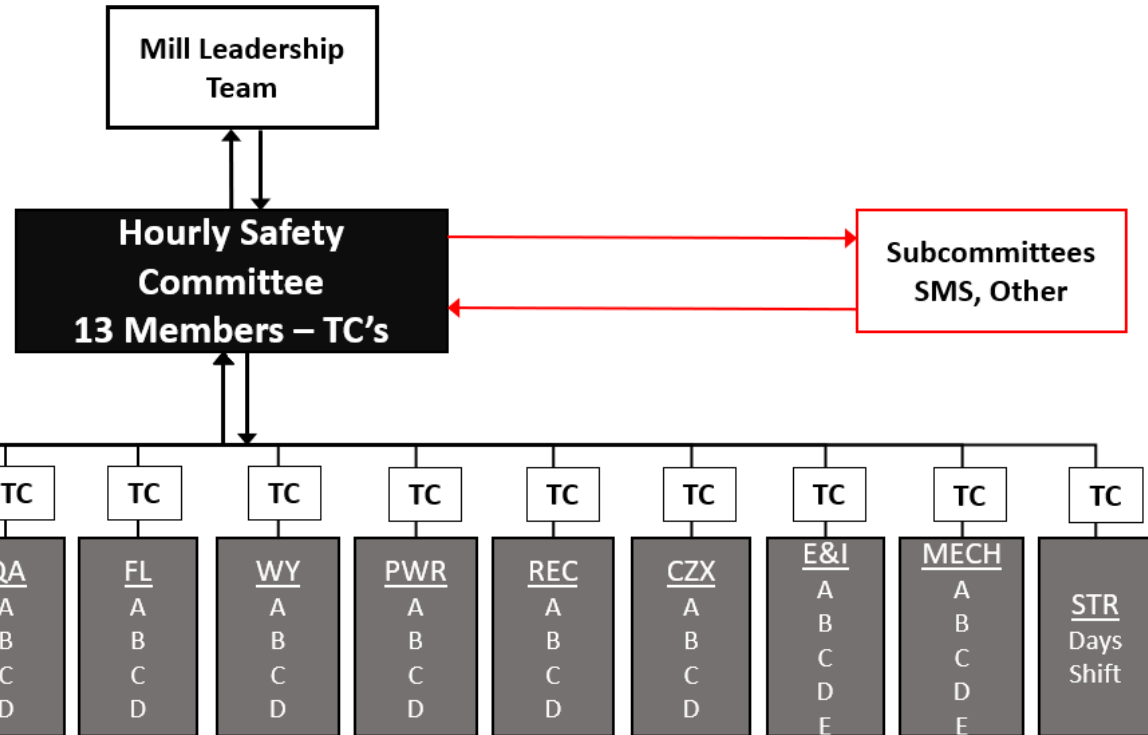
The Catalyst for Change

How do we involve our employees to improve our safety performance?

- Select Hourly Change Agents in the mill to work together on a team
- Yellow Belt Action Team (YBAT) pulled together to create an hourly led safety team to improve communication on safety issues
 - Bridge front line employees and management
 - Voice safety concerns
 - Be active partners in hazard recognition
 - Risk ranking and developing solutions

*This was the catalyst in changing the safety culture to **“we hear you and we care”**.*

Hourly Safety Committee Structure



The Challenge - Core Team driving/nurturing overall employee engagement

Hourly Safety Committee

HSC Founders



- HSC Change Agents have created departmental safety teams comprised of 65 employees.
- 45 employees have volunteered for OSHA 30 hour training and 95 have attended OSHA 10 hour training



WestRock
Evadale, Texas
Volume 19-03
March 14, 2018

A publication for the employees and families of the Evadale Mill and Silabex Extruder

SafeRock Brings It All Together

What is SafeRock?
SafeRock is the Evadale mill's own safety brand. It is the name and symbol we chose to help distinguish our safety processes and culture from other locations inside and outside of WestRock. SafeRock is the foundation that we are building all our essential safety elements on. A few of these elements are the SMS (Safety Management System), the HSC (Hourly Safety Committee), and the Hourly Safety Coordinator.

Who is SafeRock?
SafeRock is every employee that works at the Evadale mill. We all contribute to our safety culture and brand (consciously and subconsciously). How we plan our work, our attitudes and our work practices have either a positive or adverse effect on our brand.

Why is SafeRock important?
Everyone has their preferred brand - in the marketing world it is called brand loyalty. A preferred brand means a certain set of expectations, provides security and gives reassurance. Transfer those traits into our safety brand - SafeRock. We all want the highest level of safety at the mill - it is our expectation. We also want a safety culture that ensures our safety at every moment - it is our security. Lastly, we want ourselves and coworkers to go home safe everyday - that's our award.

How Does SafeRock Fit In?
Think of SafeRock as base camp at the bottom of the mountain. It is the home or foundation for all our safety elements. SafeRock puts a name on our safety culture, it's our brand.

"Working safe is not negotiable - it is a core value that WestRock embraces. I want to congratulate each employee for working the month of February with no first aids. This is quite an accomplishment especially with the critical operational issues and weather events that we experienced at Evadale. Your attention to detail and commitment to safety paid off. Great job!"
Stephen Murgun

HSC - Rock Solid

What is the HSC?
In February of 2018, an organization was established to serve as a voice for the hourly workforce regarding safety. The idea behind this concept is to encourage employees at the mill to speak up for safety and accept feedback in return. The HSC is considered a conduit for the flow of information.

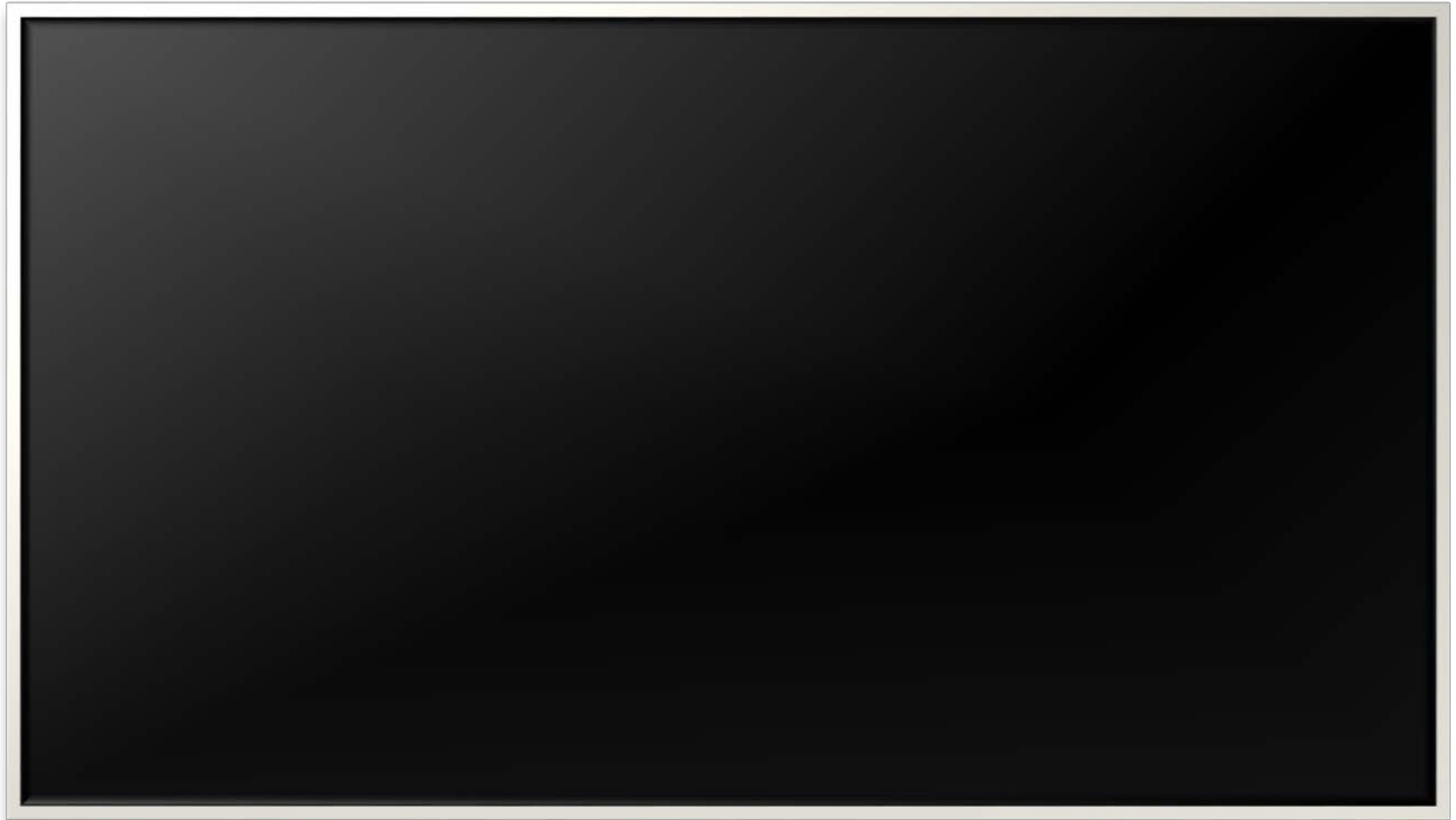
Who is the HSC?
The committee is comprised of 13 hourly individuals that represent 13 departments in the mill. These individuals are the change agents empowered to promote a positive safety culture at Evadale.

Why is the HSC important?
The HSC is important to fill a void in communication, break down barriers, and remove silos. The committee's core responsibility is to help move the safety culture forward by being involved in GMS, visible, and available to have open and honest dialog when it comes to safety concerns.

How does the HSC fit in?
Think of the HSC as a group of mountain climbers tied together by the ropes of engagement set out to accomplish a common goal - safety excellence. The HSC promotes employee engagement through participation in departmental safety teams across the mill which allows the committee to cover more ground. The HSC contributes to a real safe foundation.

HSC - Left to right: David Johnson, Cole Worthen, Stanley Gagn, Kenneth Sledge, John Pope, Clint Granger, Texas Coleman, Doug Barrows, Brian Sisk, Carlos Roberts, Cole McMorris, WestRock's Gary Fisher and Aaron Williams.

Maintenance Safety Team – OSHA 30 Training, Doing JHA's, Hazard Recognition Assessments and Control






How are we doing?

HSC Accomplishments

The Chlorinators – YBAT Subcommittee

- Tasked to reduce the risk of ergonomic injury in the chlorate unloading process.
- Created new procedures.
- Implemented lighter weight equipment and handling.



Subject: UNLOAD SODIUM CHLORATE RAILCAR TO UNLOADING TANK		WestRock EVADALE, TX	
Dept: Fibersite	Category/Order: Operating Procedures / Cn2 Plant	Doc. No.:	Issue Date: 01/28/03
		Page: 4 of 10	
Step	Action	Safety/Key Operating Points	
3	Set water counter for desired amount and start water flow.		
4	Connect all proper valves and Hoses to the rail car at this time. Remember: Only connect to the end of the rail car to be unloaded. <ul style="list-style-type: none"> • Insure that the emergency shut off valve assembly is in place and cam-loc ears locked. • Connect large 4" unloading hose with pipe elbow to emergency shutoff valve. • Connect both small hoses to the proper place. (one to water shower & one to pipe elbow backflow) 	 Be sure to secure all cam-loc fitting ears down with ty-raps or some similar device.	
5	Line up valves to circulate through small heater and to tank. <ul style="list-style-type: none"> • Ensure 314-CHHV-119 is open. (discharge valve on East side of 30-608) • Close sodium chlorate valve 314-CHHV-129 to Storage Tank. (West side of 30-608) • Open 314-CHHV-121, 314-CHHV-123, and 314-CHHV-126. • Ensure that 314-CHHV-124 heater bypass valve is closed. • Open HV-419 recirculation valve to tank. 		

Rigging Team – YBAT Subcommittee

- Tasked to develop a process to ensure rigging equipment is safe and in compliance.
- Utilized new tracking technology mill wide for rigging equipment.
- Developed new procedures in the field for rigging inspection efforts.



HSC Accomplishments

LOTO Coordinator – Result from LOTO YBAT HSC sub-committee.

- Building relationships with operations, maintenance, and management
- Standardized lockout form
- Developed procedural roadmap for training purpose

Form No.	Title		WestRock	
Rev. No.1 Page 1 of 1	Department		ISSUE DATE 12/22/2018	
Lock#	Name/Time Hang		Number of Locks	

NOTICE: All affected employees have the right to verify isolation of equipment and/or process. Please see comments below before performing the job.

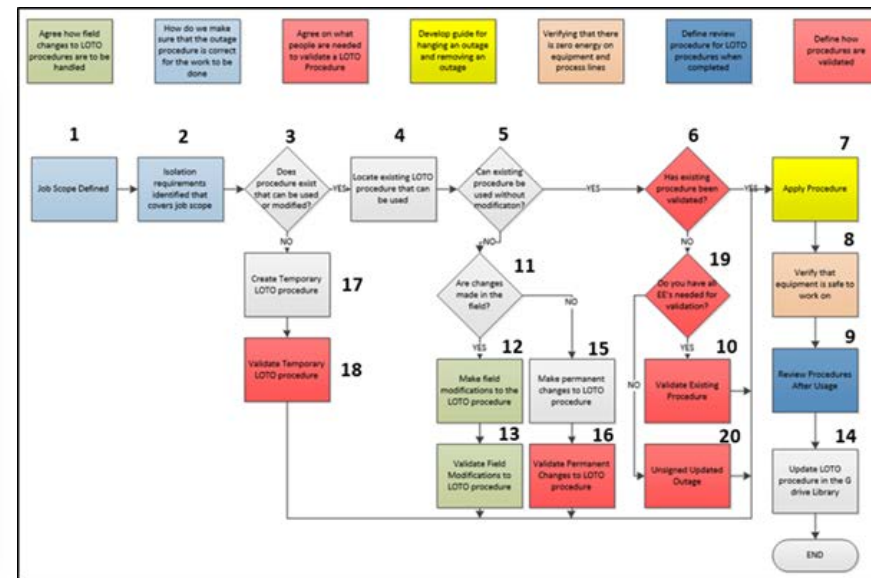
Device	Location	Valve #	Position	N / A	Auth. Person	Match Verified	E & I Verified	Lock Removed Verified

Authorized: By: / Date:	Operations	Outage Approval	Approval Date
Mechanical Verified: By: / Date:	Maintenance		
Electrical Verified: By: / Date:	E&I		
Instrument Verified: By: / Date:	Safety		

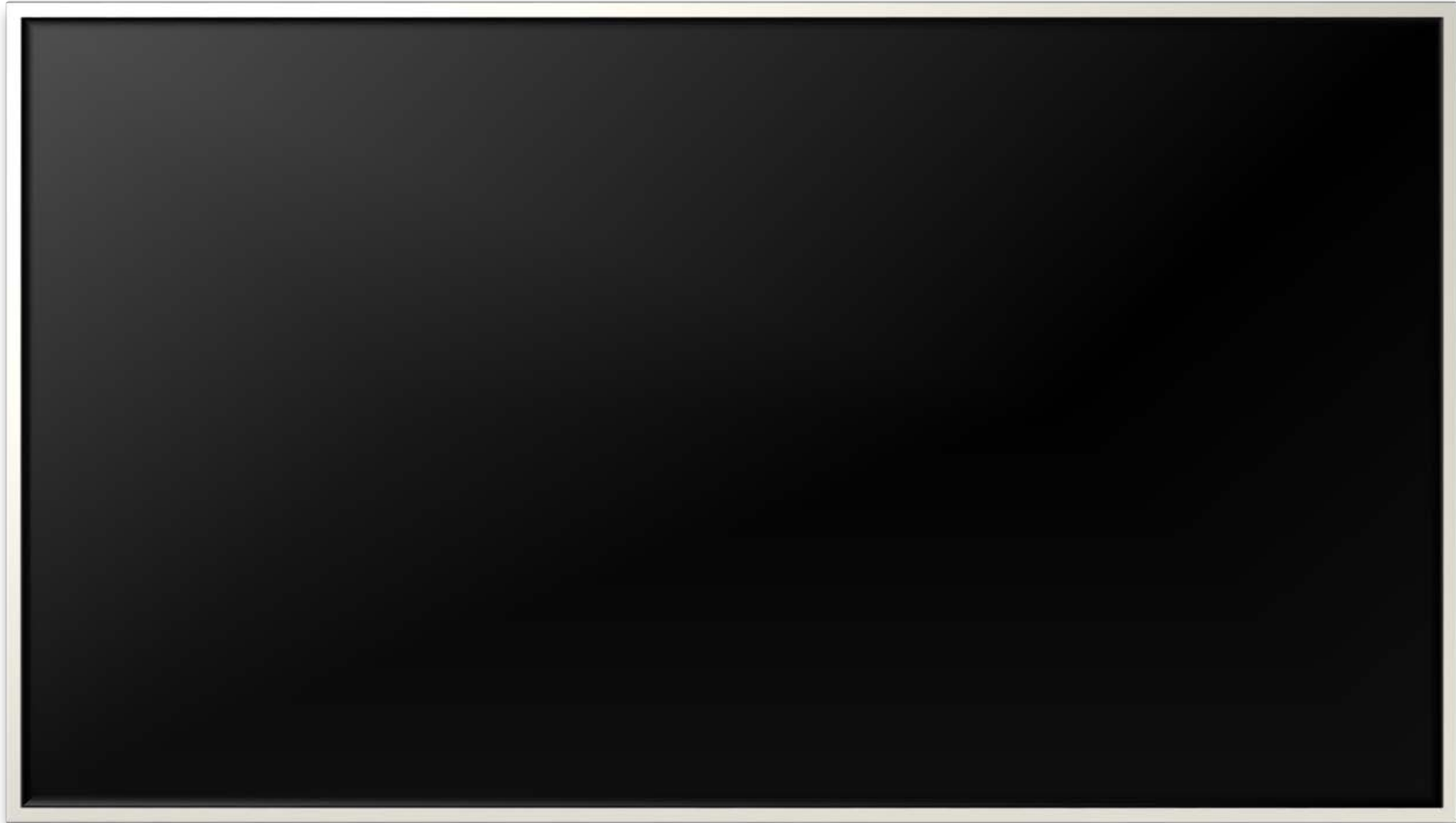
*3 signatures required to verify vessel entry

Contact Days:	Contact Nights:
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Comments / Changes



What was it like pre Fiber line LOTO Coordinator and what impacts are being made now since the role has been introduced?



HSC Accomplishments – Task Engagement (Safety Team Driver)

TASK ENGAGEMENT CARD		WestRock	
Date:	Location:		
Name:			
Categories		Safe	Concern *
Housekeeping (Removal of trip hazards; proper storage, clean up, and disposal; clear access, etc.)			
PPE (Proper use, worn in required areas); gloves Being worn during needed tasks; etc.)			
Awareness (Eyes and attention devoted to task at hand; being aware of surroundings, etc.)			
Posture (Use safe lifting procedures; correct body positioning, etc.)			
Tools and Equipment (Safe use of correct tools; tools or equipment guarded correctly, etc.)			
Mobile Equipment (Driving slowly and in-control; seatbelts being worn; horn being used, etc.)			
Additional Safety Observation(s) Not Listed Above (Use comment space on back of form)			

	SAFE	CONCERN	SAFE	CONCERN	SAFE	CONCERN	SAFE	CONCERN	SAFE	CONCERN	SAFE	CONCERN	Total Cards
MTD Shipping	41	1	42	0	42	0	41	1	40	2	38	4	42
Total Cards	42		42		42		42		42		42		

Category	Count	Percentage
Mobile Equipment	4	10.53%
Tools/Equipment	2	5.00%
Posture	1	2.44%
Awareness	0	0.00%
PPE	0	0.00%
Housekeeping	1	2.44%

Month	Housekeeping	PPE	Awareness	Posture	Tools/Equipment	Mobile Equipment
Jan	0	0	0	0	1	1
Feb	0	0	0	0	0	0
March	0	0	0	0	0	0
April	0	0	0	0	0	0
May	0	0	0	0	0	0
June	0	0	0	0	0	0
July	0	0	0	0	0	0
August	0	0	0	0	0	0
Sept	0	0	0	0	0	0
Oct	0	0	0	0	0	0
Nov	0	0	0	0	0	0
Dec	0	0	0	0	0	0
YTD AVG	0	0	0	0	2	4

YTD Shipping	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	YTD AVG
Housekeeping	18.18%	8.70%	2.44%										9.77%
PPE	8.33%	13.64%	0.00%										7.32%
Awareness	3.17%	19.05%	0.00%										7.41%
Posture	10.17%	0.00%	2.44%										4.20%
Tools/Equipment	14.04%	0.00%	5.00%										6.35%
Mobile Equipment	32.65%	0.00%	10.53%										14.39%

Concerns	Description	Total
1	Houskeeping	2.44%
0	PPE	0.00%
0	Awareness	0.00%
1	Posture	2.44%
2	Tools/Equipment	5.00%
4	Mobile Equipment	10.53%

HSC Accomplishments – Near Miss

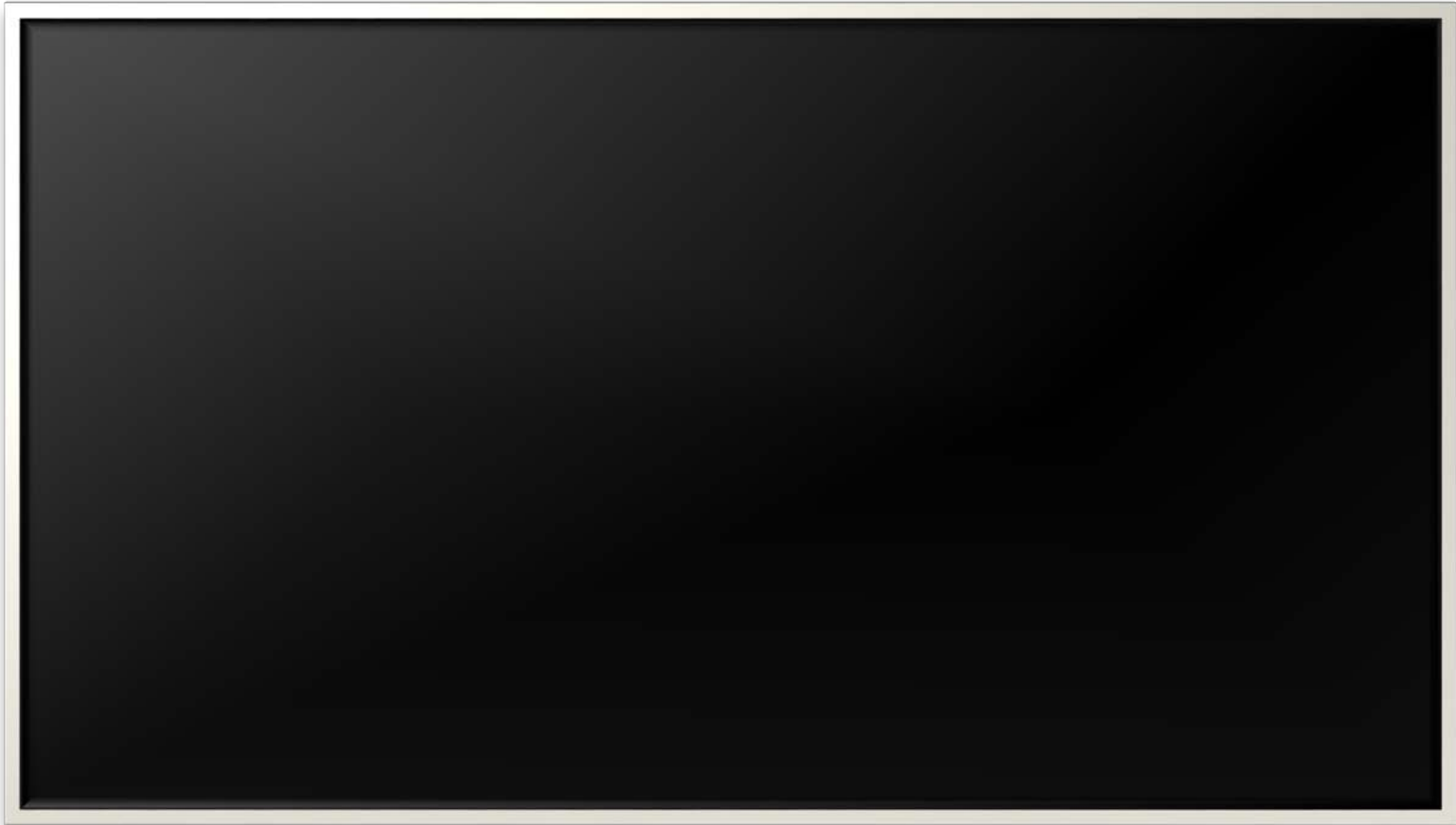
NEAR-MISS INCIDENT REPORT

Form Filled Out By	Date of Occurrence	Approximate Time	Department
Date of Report	Person Made Available	Location	Category
Brief Description of the Near-Miss			
List Any Immediate Actions Taken			
For Safety Department Only			
Classification	Investigation Status		

The Change with People

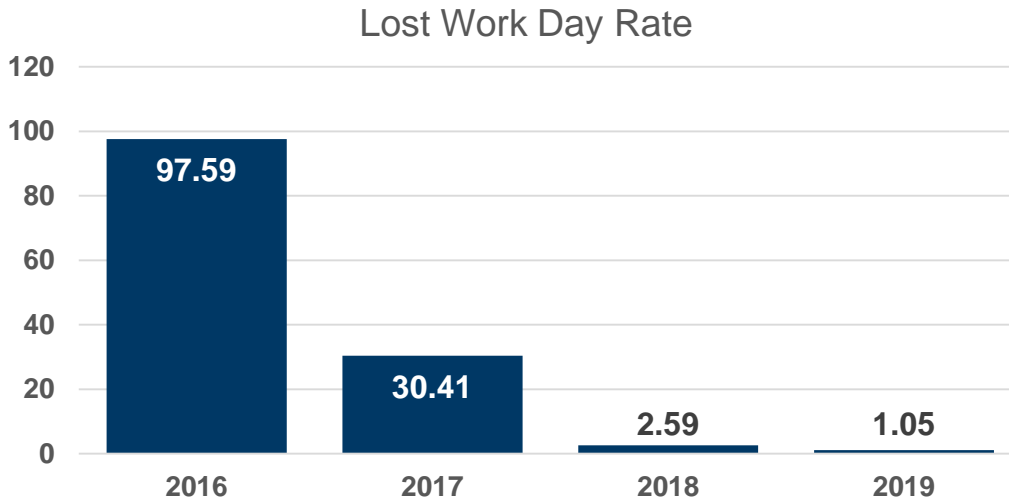
Culture Change – The Results

What do you think about our safety culture now and how are we creating a sustainable culture?



The Payoff

Results from Change



Safety initiatives:

- People-centric
- Engagement
- Communication
- Empowerment
- HSC

The Hourly Safety Committee focuses on hourly employees having a real voice to make impactful change

Our Mission

- Focus on potential life changing events
- Keep safety teams involved in creating a safe work environment
- Build a knowledgeable workforce that can recognize hazards, anticipate dangers, and affect change

What has changed at Evadale

Simply... Our safety culture



**WestRock Evadale Hourly Safety Committee is
“Together Safety Strong”**

Culture Change – The Results



