Employee Involvement is the Key

Buckeye Foley Safety Process

100% Employee Involvement is the Key
Foley Site Overview

• Plant originally built in 1954 by P&G, became Buckeye in 1993.

• Manufactures specialty cellulose for technically demanding markets worldwide
  – high purity chemical
  – specialty paper
  – absorbent products

• Produces 465,000 metric tons/year

• Raw material - Slash Pine

• ~580 Employees, Operates 24 hours a day/ 365 year
WE CLOTHE
Rayon and Acetate Textile Filaments

WE SHAPE
Food Casings

WE STRENGTHEN
High Performance Automotive Tires

WE FRESHEN
Baby Wipes and Towelettes

WE THICKEN
Shampoo, Toothpaste and Dairy Products

WE FILTER
Automotive Filters, Acetate Tow

WE ABSORB
Diapers, & Femhy Products

WE FRESHEN
Baby Wipes and Towelettes
Historical Safety Results

Plant TIR History

12/1/99 to 12/1/09

Yearly TIR data trend showing a decrease over time.
Historical Safety Practice - Driven From the Top Down

Safety Operations Strategy Developed at Corporate Level

Generic Initiatives are Directed to Sites

Ownership and Emphasis has Variation

Implementation has Variation

Management Control Impedes Involvement and Interaction

Lack of Individual and Group Commitment

Limited Results

Employee Disconnect

Consequence Driven Process
Historical Safety Performance

- Repeat safety incidents – investigations not getting to root cause.
- Safety TIR has varied between 3.0 and 4.0 for many years.
- Program oriented, no zero injury thinking
- One dimensional, driven by management
- No standardization of administration
- Results lacked sustainability
What is our Goal?

ZERO INCIDENTS

100 % EMPLOYEE INVOLVEMENT
Why Change Direction?

“If you always DO what you’ve always DONE, you’ll always GET what you always GOT.”

- Stephen Covey
Journey vs. Event

This is a culture change!

Results are not immediate, but long-term and ongoing.
Key Question to Consider

Which have we had... a Program or a Process?

Program Goal...
“Reduced Injuries & Illnesses”

Process Goal...
“ZERO Injuries & Illnesses”
How do we Change?

- Establish Safety as a core value of the company
- Solicit involvement & participation from employees
- Empower teams to take more safety ownership
- **Create a standardized implementation model**
- Establish a standardized process **measurements**
- Introduction of **analysis tools** for team use
- Change the role of management in safety (leader to coach)
- Education and allocation of time for safety activities
New Buckeye Safety Process Model

Driven from Bottom-Up

Location Leadership

Safety Advisory Committee (cross-functional)

Steering Committee Sponsor/Coach

Location Champion/Owner

Milliken Practitioner

Safety Subcommittees (categories based on assessment)

- Rules & Procedures
- Awareness/Comm.
- PPE/Process Hazards
- Slips/Trips/Falls
- Ergonomics/Hand
- SafeStart/Safety First
- Module Safety COTS (6)

Subcommittee Sponsors/Coaches
• Each shift (A-D) will be assigned one of the six site subcommittees (to be determined later based on interest)
• The other two will be assigned to people on days
• No one will be turned away if they want to help!
Module Contacts can consist of Operations and Maintenance employees.

Day = Central Maint., ATS, Front Office, HR, Purch., etc.
Buckeye Safety Process Kick Off!!

Two Goals of the Kickoff Event

- Introduce the new Foley Safety Process to the Plant
- Recruit people to serve on one of the plant subcommittees
• Very successful kick-off! 391 people attended (68%) and 188 people signed up
Where are we now?

- It’s been about 1 year since we began the journey
- About 1/3 of the employees at the site are active on a safety committee
  - 85 people on 6 subcommittees
  - 79 people on 6 module safety COTs
  - 26 people on Safety Advisory Committee
- 60% actively participating in safety processes by meeting individual safety scorecard goals established by SAC, and an additional 30% had some level of safety participation
Where are we now?

- Achieved lowest 12-month TIR of 2.0 in January 2011
- Achieved longest run of incident-free days with 109 days (over 360,000 hours)
- Safety communications is greatly improved with user-friendly Safety Web Page, Safety Bulletin Boards in each department.

Recognition of 100 safe days
Where are we now?

- Safety communications at the gate entrance:
  - Safety activities (Wheel of Safety)
  - Safety recognition (Consecutive Safe Days)
  - Safety learnings from incidents
Where are we now?

- All employees participating in doing Hazard Assessment Audits
- All 6 Safety COTs have been re-structured like the SAC
- All 6 Safety Subcommittees are active doing safety projects
  - Tornado Response Procedures
  - Eye Protection Video and PPE Review
  - Activities for Family Day
  - Safety First Tours across the site
  - Fall Arrest Devices
Where are we now?

- More thorough Incident Investigation Process
- User-Friendly Investigation form, standardized now throughout the corporation
- Investigations done within 24 hours of incident
- Involve SAC members, one from area and one outside area, for serious incidents
- Use 5-Why Analysis to get to Root Cause
- Names of injured not on investigation form that is shared
- More incidents are being reported and communicated with the new system
Where are we now?

- Hazard Assessment Audits

---

### Finishing Hazards Assessment Audit

**Date:** 11/4/11

**Area:** Z-30

**Hazard Assessment Audits**

<table>
<thead>
<tr>
<th>Item</th>
<th>Condition</th>
<th>Hazard Complies?</th>
<th>Yes/No</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Exit lights in good working condition</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Housekeeping - Floors free of oil and dirt</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Hazards noting and posted properly</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Paper knives in sheets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Personnel are using proper PPE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Fork truck/klone/klone</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>General Housekeeping - Floors with oil/ft build-up</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Materials on shelves</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Conclusions**

- Smoke detector functions correctly.
- Emergency exits are unobstructed.

**Comments**

- Picked up some loose strapping on floor.
- Area around faucet is not dry.

---

**Name:** [Name]

**Date:** 11/4/11

---
**Where are we now?**

- **Individual Scorecards**

<table>
<thead>
<tr>
<th>Quarterly Module Scorecard</th>
<th>Module/Department: Pulping</th>
<th>FY/Quarter: 10/11 Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tasks</strong></td>
<td>Safety Talk/Discussion</td>
<td>Behavior Observation</td>
</tr>
<tr>
<td>Digesting/WTC Team</td>
<td>Required Minimum</td>
<td>Required Minimum</td>
</tr>
<tr>
<td>Points</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Dean, Woody</td>
<td>55</td>
<td>40</td>
</tr>
<tr>
<td>White, Marvin</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Brock, Jimmy</td>
<td>20</td>
<td>35</td>
</tr>
<tr>
<td>Smith, Jimmy</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>Langford, Betty</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Miller, Edward</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Pennington, Tom</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Bethea, Brad</td>
<td><strong>5</strong></td>
<td><strong>5</strong></td>
</tr>
<tr>
<td>Sirmans, Johnny</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>McGrew, Jarvis</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Lyles, Joe</td>
<td>15</td>
<td>30</td>
</tr>
</tbody>
</table>
Where are we now?

**Gap Analysis Score**

<table>
<thead>
<tr>
<th>Date</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/25/2010</td>
<td>635</td>
</tr>
<tr>
<td>11/3/2010</td>
<td>710</td>
</tr>
<tr>
<td>4/7/2011</td>
<td>790</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>900 - 1000 points</td>
<td>Very good safety process which could be enhanced by improvements in some areas</td>
</tr>
<tr>
<td>700 - 899 points</td>
<td>Sound safety process is in place but a variety of items could be improved</td>
</tr>
<tr>
<td>500 - 699 points</td>
<td>Safety foundation is at issue, many opportunities and concerns are noted</td>
</tr>
<tr>
<td>&lt; 500 points</td>
<td>Safety process has not been successfully established (program vs. process)</td>
</tr>
</tbody>
</table>
Where are we now?

**OSHA 12 Month TIR**

Total Incident Rate is Number of People Hurt per 200,000 work hours (~2 months).

\[ TIR = \frac{(# \text{ of Rec}) \times 200,000}{(# \text{ work hours})} \]

- **FYTD TIR**
- **12 Mo. TIR**

![Graph showing OSHA 12 Month TIR with FY TIR Goal 1.5](image_url)
Next Steps?

- Continue efforts to get 100% active participation and involvement
- Continue tracking and using data from incidents
- Work with subcommittees to complete safety projects
- Regular (bi-annual) assessment of progress and review/updating critical path.
- Continue path to ZERO incidents and 100% Participation!
What will it take to WIN the safety race...

- Standardized
- Accomplishment
- Follow-ups
- Education
- Teamwork
- You