



#244 – Leveraging employee based safety teams to build a proactive safety culture

Jeff Lyden

Wednesday, March 30, 2011
1 to 2 p.m.



Avery Dennison & Leadership Commitment

Name: Ron McCartney

Avery Dennison (NYSE:AVY)

A diversified manufacturing and consumer products company whose pioneering technologies are an integral part of products found in virtually every major industry around the globe

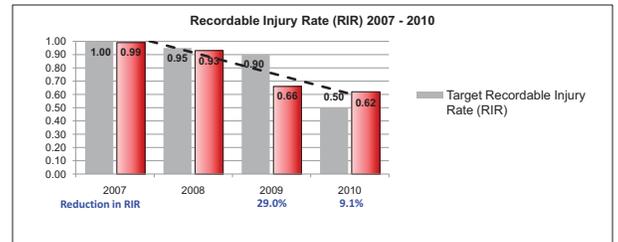
- Founded in 1935
- \$6 billion sales in 2009
- 2009 *Fortune* 500 ranking: 362 (AVY)
- Based in Pasadena, California, with more than 30,000 employees* in more than 60 countries
- For more information, visit averydennison.com



Dean Scarborough
Chairman, President and Chief Executive Officer

Avery Dennison Global Data – Trends

- 2009 Incident Data
 - 249 employee injuries
 - 131 locations were injury free*
- 2010 Incident Data
 - 0.62 case rate
 - 240 employee injuries
 - 157 locations were injury free*



- Opened: 1987
- # of Employees: 101 (78 Operations, 23 Support)
- Operations: 24 hour/5 days
- Facility Size: 121,200 ft² (plant) plus 11,500 ft² (office)
- OSHA VPP Star Facility-First Avery Dennison plant to achieve this certification.
- ISO 9001:2000 Registered - FRNA Umbrella Registration(2004)
- Key Competencies:
 - Water-based adhesives
 - Pressure-sensitive film material – Clear/Clear
 - Team-based, Open Communications environment



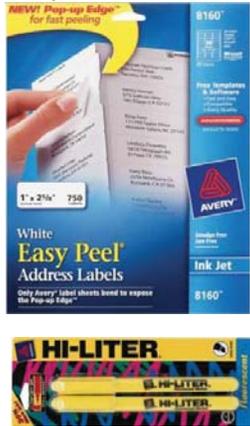
The Cleveland Films Facility will be known as the Center of Excellence for Pressure Sensitive Film Adhesive Coating within Avery Dennison.

This will be accomplished:

- » In an Injury-Free, Healthy workplace that minimizes impact to the environment as measured by performance excellence such as OSHA VPP.
- » By proactive Process Capability Improvements utilizing Enterprise Lean Sigma (ELS) and execution of core competencies across the plant.
- » Through a Team of Highly Capable Individuals that work together to define and practice Process Discipline.

Achieving this mission will result in continual creation of value for our business and shareholders.

Avery Brand Office Products



Pressure Sensitive Materials



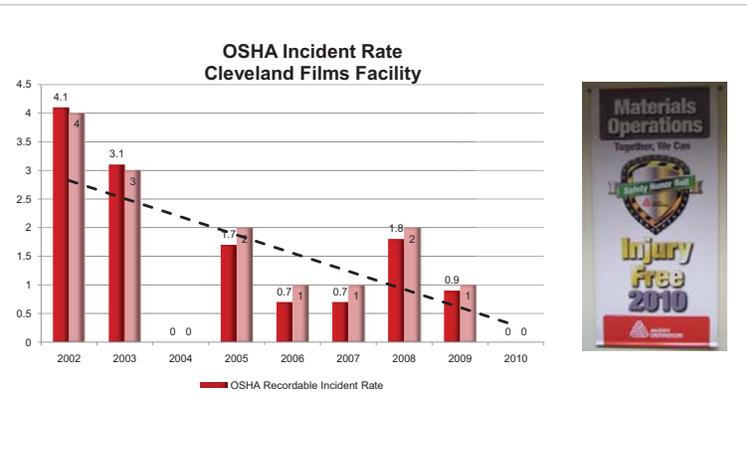
- Starts with New Hire Training
 - » All new employees go through 4 days of classroom training
- Rewards and Recognition
 - » Individuals
 - » Teams
- Our Management Systems
 - I - Employee Involvement
 - M - Management Action
 - P - Standard Procedures
 - A - Analysis of Risks
 - C - Controls
 - T - Training



Cleveland Films December-2010

Monthly EH&S Results

Scorecard Input Category:	Expectations (Base Goal)	Actual (Activities completed)	Points	Input Category Weighting	Total Weighted Points
Team Member Participation:	91	87	95.60	15%	14
Team Member Training:	91	91	100.00	10%	10
Critical Inspections:	115	107	93.04	15%	14
Implemented EHS Improvements:	25	27	100.00	30%	30
Near Miss Reports (In System):	25	44	100.00	30%	30
Upper Limit (For 2009)		Actual Events (Y.T.D.)	Points	Input Category Weighting	Total Weighted Points
Recordable Injuries (YTD):	1	0	100.00	0%	0
EHS Scorecard Points :					98
Monthly EH&S AIP Multiplier:					106%
RBS Results:	Observation Sheets / Category	Safe Observations	At Risk Observations	Total Observations Completed	
	Hand safety	253	0	253	
	Fork-lift Safety	300	0	300	



OSHA VPP – STAR

- Certified in April, 2004
- Recertified in October, 2007



Team Member Participation Process

Name: Kyle Kloss

Cleveland Films December-2010					
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- Safety scorecard includes Employee Participations as a *key metric*
- Everyone in facility is tied into the scorecard and the results
- Participations and Critical Inspections "go hand in hand"

Safety Participations

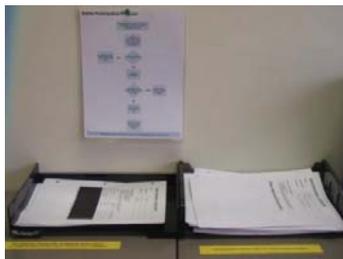
- Based on 105 EH&S Activities.
 - Inspections, PPE Maintenance & Re-supply, Equipment Testing & Maintenance, Drills, Fire System Testing & Maintenance, First Aid Supply Maintenance....
- All Team Members are required to participate.
- Tied to EH&S scorecard



- Visual for easy tracking of completion of required safety items each month by Team Member.
- Board located for easy access to all Team Members – Located in main area of office.
- Easy for Team Leaders & Team Managers to track their team's performance.



- Blank participation sheets are created for the year by EH&S
- Team Members have open access to forms.
- Numerically tabbed to minimize time locating participation sheets.



- Completed sheets placed in one of two bins, "Action Required" or "No Actions Required".
- EH&S can enter "Actions Required" items into the Action Item Database, if not resolved by the Team Member.
- Team Members are asked to correct condition or issue if possible.



- Team Member Participation is recognized through the scorecard process and celebrated during monthly training.
- Training and Team Member Participations are 25% of the scorecard value.



Reinforcement Based Safety Team (RBS)

Name: Ron Sessler

Purpose:

To benchmark "Best Practices" at the Ajax Facility.

Team:

Dave Mundkowsky (Safety Committee)

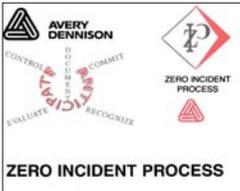
Dave Ambrose (Safety Committee)

Ron Sessler (Safety Committee)

Steve Kensinger (BBST)

Jeff Lyden (BBST)

Perry Pollino (BBST)



Reinforcement Based Safety Team (RBS)



Jesse Spikes
A-Team



Teri Rice
B-Team



Ron Sessler
B-Team



Jim Gessic
C-Team



Dave Ambrose
EH&S



Mike Taylor
A-Team



Ray Wilson
B-Team



Rick Spraggins
Maintenance



Larry Rymer
C-Team



Sam DeBarr
Support

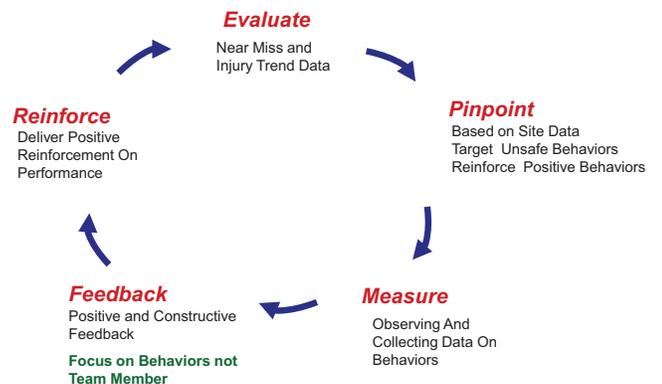


Reinforcement Based Safety Process

- RBS is a modified version of Aubrey Daniels BBSP.
- Developed by internal Avery Dennison Team
- Beta sites: FTW, PTC, Neenah, KC, Dallas.
- CFF currently using similar process.
- Peer observation based safety system.
- Recognizing positive / negative behaviors.



Reinforcement Based Safety Process



Team Data Review

- Monthly meetings
- Review observation results
- Identify trends
- Identify concerns and potential issues
- Identify actions / solutions



Cleveland Films – Confined Space Team

Name: Dave Mundkowsky

CFF Confined Space Team:
(Cross Functional Team)

- Steve Nagy (CF1)
- Dave Mundkowsky (CF2)
- Matt Carilli (Editor)
- Tom Cimino (CF2)
- John Wayman (CF3)
- Bob Potter (Maintenance)
- Dave Ambrose (EH&S)



Mission:

To develop a comprehensive Confined Space Program and to Simplify Permits used at CFF.

Team Objectives

- Define the CFF Confined Space Program.
- Aid with compliance of safety regulations, and assess the effectiveness of the CFF Confined Space Program.
- Update the CFF Confined Space Inventory.
- Train the CFF Team on Confined Space and “Reclassification”.
- Develop corporate “best practice” methods and standards.

Scope / Status of Activities:

1. Established objectives.
2. Attend Advanced Training
3. Review Confined Space Program
4. Evaluate Confined Spaces and Create Inventory
5. Purchase and Install Equipment
6. Train CFF Team on Confined Space Process

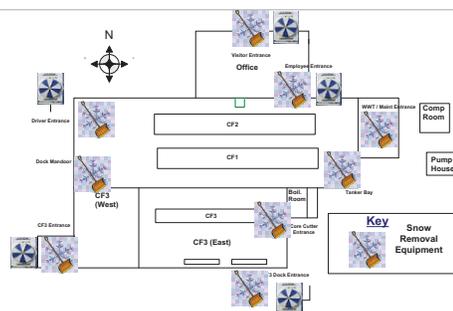
Mission Statement:

The Safety Leadership Team will lead projects that will drive safety excellence throughout the facility by making proactive changes to help improve work conditions based on critical inspections, compliance issues and safety regulations.

Safety Leadership Team

- Brainstorm ideas for safety improvement projects.
- Based on site data and operator input.
- Meets once per month.
 - 1st month, plan project.
 - 2nd month, complete the project.
 - 3rd month review project completion and follow up items.
 - One project completed per quarter
- Project status is communicated during plant communications or during safety training (monthly).

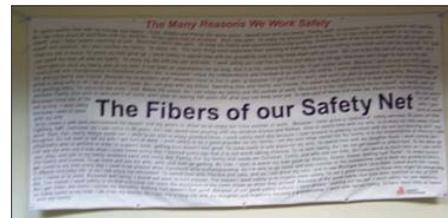
Winter Safety



- IceAlert signs were installed in five locations to indicate freezing temperatures
- Snow removal equipment and salt placed in nine locations.
- Site Training on Winter Safety was conducted.

Making Safety Personal Safety ...

- Slogan Contest
- Personalized employee quotes for Banner & Picture Frames
- Picture frames for employees lockers and homes



Slogan Imprinted on picture frame. 'The Fibers of our Safety Net'

Banner posted at entrance to plant floor



Fall Protection for the Bulk Tanks.

Added 4 tie-off points and new harnesses to the bulk tank mezzanine

To be used anytime when working on top of bulk tanks.



Adhesive Tank Bay Safety

- Trailer Bumper Upgrade
- Stack Light (Red, Yellow & Green) Back Up Assistance
- Wireless Camera/Monitor for Truck Cab
- Reflective Paint Lines in Tanker Bay



Backing trailer into single bay – Poor visibility going from light to dark hole



Filter banks and Bulk tanks located directly behind tanker



Safety gates, mirrors and guarding added to pedestrian and fork-lift hazard areas.



Pedestrian and Fork-lift Safety Improvements



Visual safety sign reminders



Avery Dennison Cleveland Films - LOTO Team

Name: Bob Potter

CFF LOTO Team:

- John Wayman (Support)
- Dave Henschel (CF2)
- Kyle Kloss (CF3)
- Bob Potter (Maintenance)
- John Rodgers (Dock)
- Steve Mitch (CF1)
- Dave Ambrose (EH&S)
- Joe Haladyna (Maintenance)



Mission:

To develop comprehensive, consistent, "user friendly" LOTO procedures that cover all PM & maintenance activities and to prevent the accidental release of energy at CFF.

Team Objectives

- Enhance the CFF LOTO Program.
- Aid with compliance of safety regulations, and assess the effectiveness of the CFF LOTO Program.
- Facilitate direct tasks and projects to improve the LOTO program.
- Train the Core Team on LOTO.
- Develop corporate LOTO best practice methods and standards.
- Prevent the accidental release of Energy.

Scope / Status of Activities:

- Established objectives and strategy
- Reviewed LOTO Program
- Developed task / machine specific LOTO procedures – guidelines
- Communicated procedures to Teams
- Purchased and Install Equipment
- Trained CFF site on the LOTO Process



