

Presentation Title



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Ohio Safety Congress & Expo

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

Dave Ambrose

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

Ohio Bureau of Workers' Compensation

Environmental Health & Safety

Avery Dennison & Leadership Commitment

Name: Ron McCartney

Environmental, Health & Safety | Avery Dennison

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



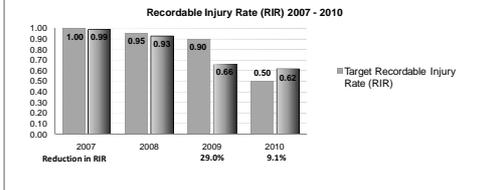
Dean Scarborough
Chairman, President and Chief Executive Officer

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Environmental, Health & Safety | Avery Dennison

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*



Recordable Injury Rate (RIR) 2007 - 2010

Year	RIR
2007	1.00
2008	0.95
2009	0.90
2010	0.62
Target RIR	0.50

Reduction in RIR: 25.0% (2009), 9.1% (2010)

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Environmental, Health & Safety | Avery Dennison – Cleveland Films Facility

- Opened: 1989
- # 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



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Environmental, Health & Safety | Avery Dennison – Cleveland Films Facility

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.

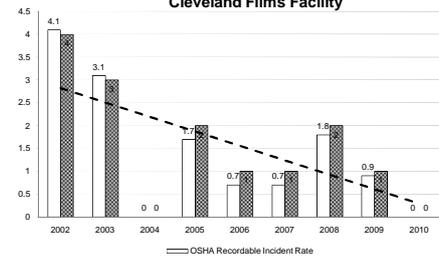
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Environmental, Health & Safety	Avery Dennison – Cleveland Films Facility
Avery Brand Office Products 	
Pressure Sensitive Materials 	
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Environmental, Health & Safety	Cleveland Films Facility – Management Commitment
<ul style="list-style-type: none"> Starts with New Hire Training <ul style="list-style-type: none"> All new employees go through 4 days of classroom training Rewards and Recognition <ul style="list-style-type: none"> Individuals Teams Our Management Systems <ul style="list-style-type: none"> I - Employee Involvement M - Management Action P - Standard Procedures A - Analysis of Risks C - Controls T - Training 	
	
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Environmental, Health & Safety	EH&S Scorecard																																																
Cleveland Films December-2010																																																	
Monthly EH&S Results																																																	
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Monthly EH&S AIP Multiplier: 106%																																																	
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Environmental, Health & Safety	Cleveland Films Facility – R.I.R.
OSHA Incident Rate Cleveland Films Facility	
	
	
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Environmental, Health & Safety	OSHA VPP
OSHA VPP – STAR	
<ul style="list-style-type: none"> Certified in April, 2004 Recertified in October, 2007 	
	
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Environmental Health & Safety	
Team Member Participation Process	
Name: Kyle Kloss	

Presentation Title

Environmental, Health & Safety	Scorecard Process
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**Cleveland Films
December-2010**

Monthly EH&S Results

Scorecard Input Category	Expectations (Base Score)	Actual (Adjusted) (Weighted)	Points	Point Category Weighting	Total Weighted Points
Team Member Participation:	91	87	95.00	15%	14
Team Member Training:	91	91	100.00	10%	10
Critical Inspections:	115	102	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 Limits For 2011:	Actual Targets (YTD)	Points	Point Category Weighting	Total Weighted Points	
Recordable Injuries (YTD):	1	0	100.00	0%	0
EHS Scorecard Points : 95					
Monthly EH&S AIP Multiplier: 105%					

RBS Results:	Observation Categories	Safety Observations	All Risk Observations	Total Observations
	Hazard Safety	255	0	255
	Forklift Safety	300	0	300

- 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"

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Environmental, Health & Safety	Participation Activities
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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

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Environmental, Health & Safety	Participation Tracking Board
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- 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.

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Environmental, Health & Safety	Participation Binders / Sheets
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- 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.

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Environmental, Health & Safety	Form Management
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- 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.

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Environmental, Health & Safety	Recognition
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- 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.

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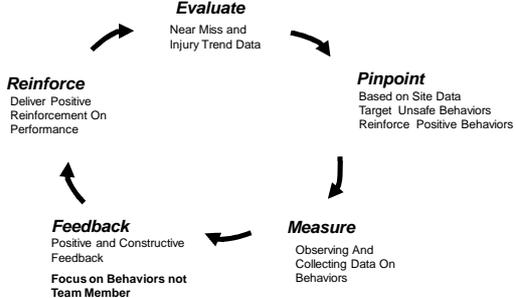
Environmental Health & Safety	
<h2>Reinforcement Based Safety Team (RBS)</h2> <p>Name: Ron Sessler</p>	

Environmental, Health & Safety	CFF Benchmark Team
<p>Purpose: <i>To benchmark "Best Practices" at the Ajax Facility.</i></p> <p>Team: Dave Mundkowsky (Safety Committee) Dave Ambrose (Safety Committee) Ron Sessler (Safety Committee) Steve Kensinger (BBST) Jeff Lyden (BBST) Perry Pollino (BBST)</p>	
	
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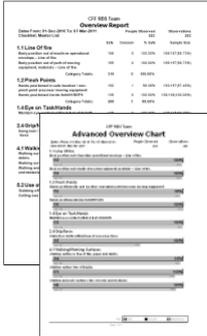
Environmental, Health & Safety	Behavior Based Safety Evolution At CFF
 	
 	
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Environmental, Health & Safety	Team
<h3>Reinforcement Based Safety Team (RBS)</h3>	
	
<p> Jesse Spikes A-Team Teri Rice B-Team Ron Sessler B-Team Jim Gessic C-Team Dave Ambrose EH&S Mike Taylor A-Team Ray Wilson B-Team Rick Spraggins Maintenance Larry Rymer C-Team Sam DeBarr Support </p>	
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Environmental, Health & Safety	RBS Process
<h2>Reinforcement Based Safety Process</h2> <ul style="list-style-type: none"> • 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. 	
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Environmental, Health & Safety	RBS Process
<h2>Reinforcement Based Safety Process</h2>	
	
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Environmental, Health & Safety	Data and Team Review		
<p>Team Data Review</p> <ul style="list-style-type: none"> • Monthly meetings • Review observation results • Identify trends • Identify concerns and potential issues • Identify actions / solutions 			
			
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Environmental Health & Safety	
<h2>Cleveland Films – Confined Space Team</h2>	
<p>Name: Dave Mundkowsky</p>	

Environmental, Health & Safety	Team		
<p>CFF Confined Space Team: (Cross Functional Team)</p> <p>Steve Nagy (CF1) Dave Mundkowsky (CF2) Matt Carilli (Editor) Tom Cimino (CF2) John Wayman (CF3) Bob Potter (Maintenance) Dave Ambrose (EH&S)</p>			
			
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Environmental, Health & Safety	Mission Statement		
<p>Mission:</p> <p>To develop a comprehensive Confined Space Program and to Simplified Permits used at CFF.</p>			
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Environmental, Health & Safety	Team Objectives		
<p>Team Objectives</p> <ul style="list-style-type: none"> • 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. 			
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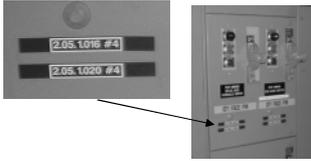
Environmental, Health & Safety	Activities		
<p>Scope / Status of Activities:</p> <ol style="list-style-type: none"> 1. Established objectives. 2. Attend Advanced Training 3. Review Confined Space Program 4. Evaluate Confined Spaces and Create Inventory 5. Purchase and Install Equipment 6. Train CFF Team on Confined Space Process 			
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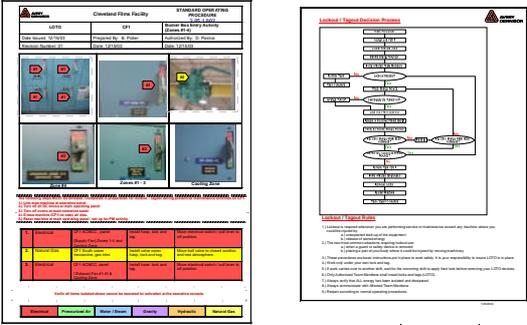
Presentation Title

Environmental, Health & Safety	Mission Statement		
<p>Mission:</p> <p>To develop comprehensive, consistent, "user friendly" LOTO procedures that cover all PM & maintenance activities and to prevent the accidental release of energy at CFF.</p>			
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Environmental, Health & Safety	Team Objectives		
<p>Team Objectives</p> <ul style="list-style-type: none"> • 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. 			
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Environmental, Health & Safety	Activities		
<p>Scope / Status of Activities:</p> <ol style="list-style-type: none"> 1. Established objectives and strategy 2. Reviewed LOTO Program 3. Developed task / machine specific LOTO procedures – guidelines 4. Communicated procedures to Teams 5. Purchased and Install Equipment 6. Trained CFF site on the LOTO Process 			
			
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Environmental, Health & Safety	Mistake Proofing												
<p>Poke-Yoke – "Mistake Proofing"</p> <p>Numerical & Color Codes</p> <table border="1"> <tr><td>1.</td><td>Electrical</td></tr> <tr><td>2.</td><td>Pressurized Air</td></tr> <tr><td>3.</td><td>Water / Steam</td></tr> <tr><td>4.</td><td>Gravity</td></tr> <tr><td>5.</td><td>Hydraulic</td></tr> <tr><td>6.</td><td>Natural Gas</td></tr> </table>		1.	Electrical	2.	Pressurized Air	3.	Water / Steam	4.	Gravity	5.	Hydraulic	6.	Natural Gas
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Environmental, Health & Safety	Process - Procedures		
<p>CFF Task / Machine Specific Procedures & Basic Process Flow Reference</p> 			
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Environmental, Health & Safety	Stations		
<p>CF1 LOTO Station CF2 LOTO Station CF3 LOTO Station (4)</p> 			
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Environmental, Health & Safety	Current Team Activities
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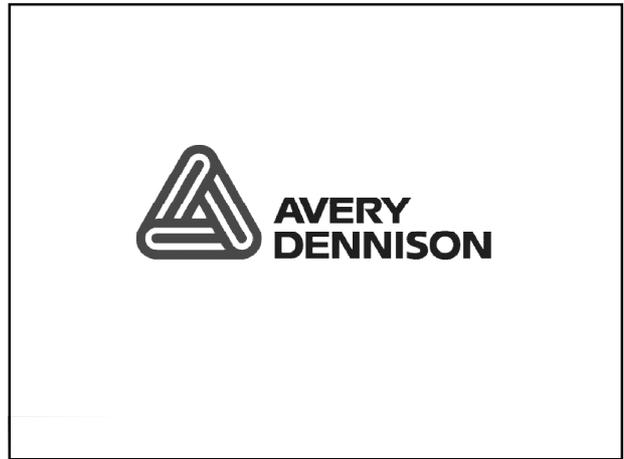
LOTO Team is used to Communicate & Provide Training on:



- Program Review
- New Procedures Review
- Train New Employees
- Conduct Annual Training
- Purchase New Equipment



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