

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

WE SHAPE

WE STRENGTHEN

WE FRESHEN



Rayon and Acetate
Textile Filaments



Food Casings



High Performance
Automotive Tires



Baby Wipes and
Towelettes

WE THICKEN



Shampoo, Toothpaste and
Dairy Products

WE FILTER



Automotive Filters,
Acetate Tow

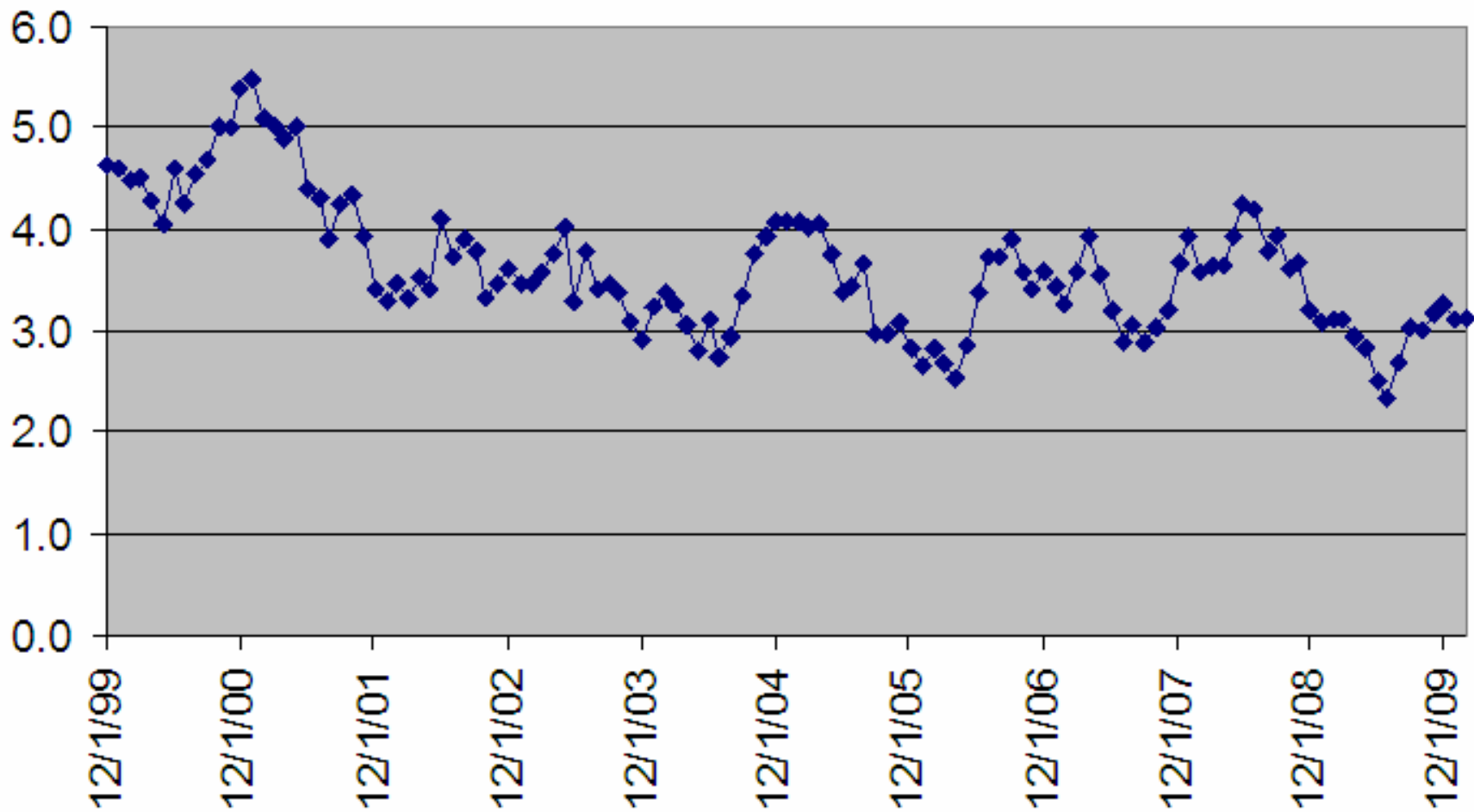
**WE
ABSORB**



Diapers,
& Femhy Products

Historical Safety Results

Plant TIR History



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

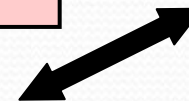
Management Control Impedes
Involvement and Interaction

Lack of Individual and
Group Commitment

Limited Results

**Employee
Disconnect**

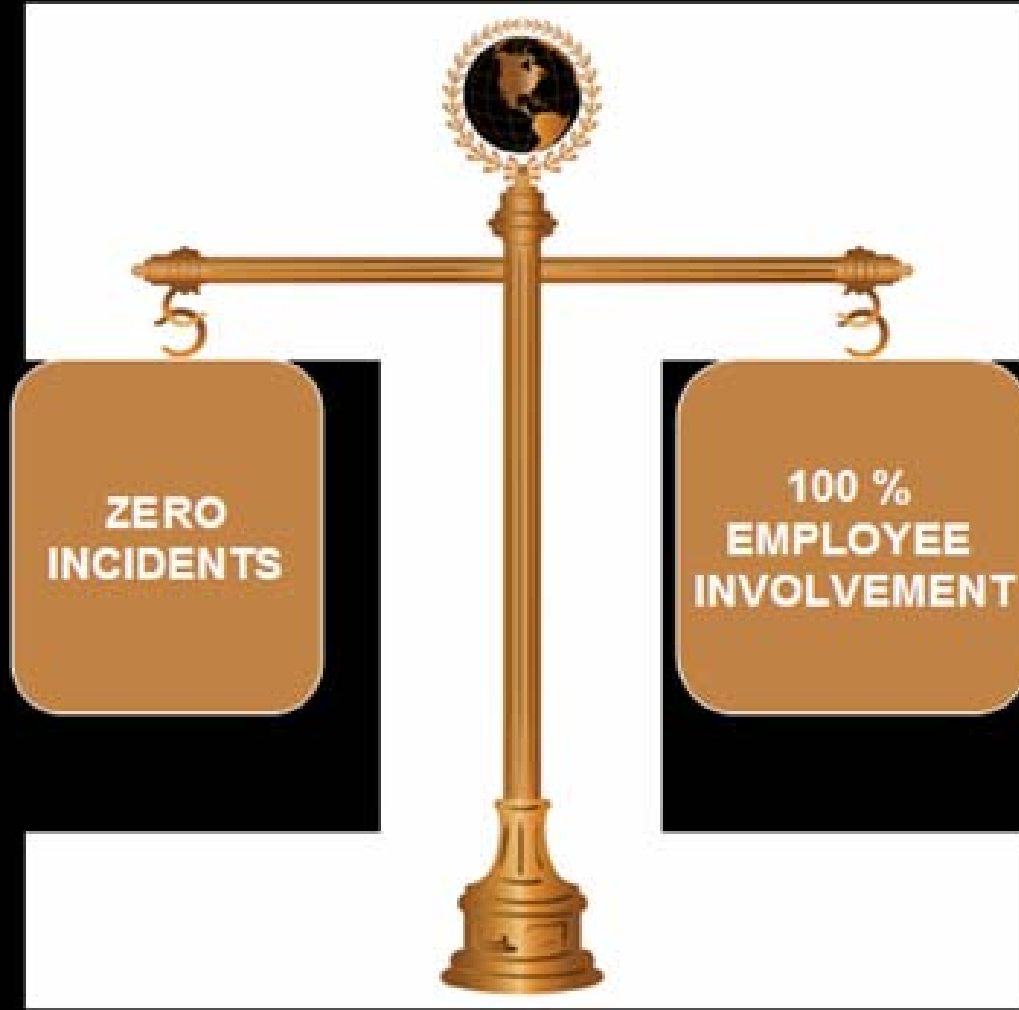
**Consequence
Driven
Process**



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?



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 on-
going.***

Key Question to Consider

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

Program Goal...

“Reduced Injuries & Illnesses”

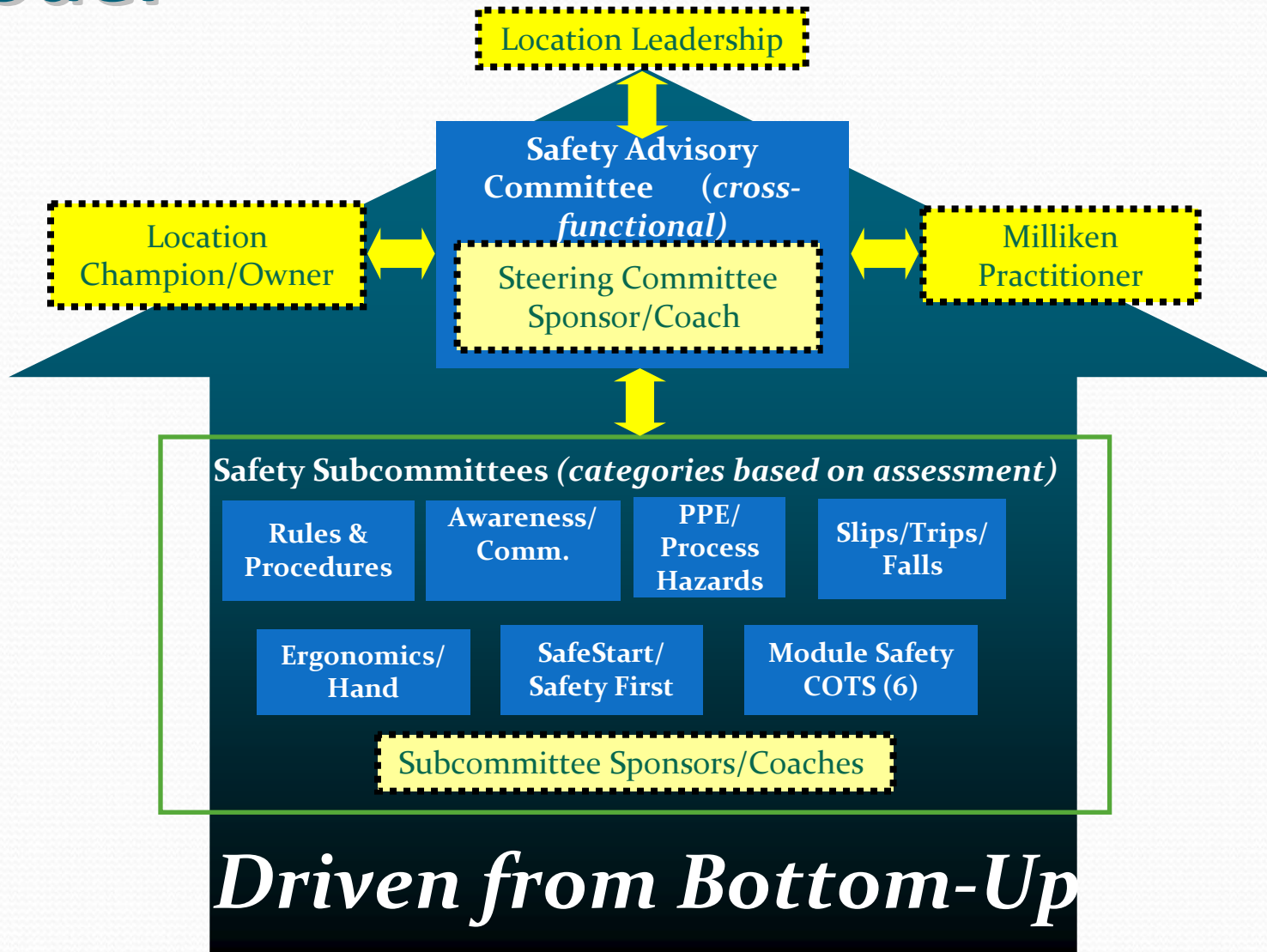
Process Goal...

“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



Safety Organization Chart

SAC

WP
SCOT

Pulping
SCOT

Dry/Lab
SCOT

Aware/
Comm.

SafeStart/
Saf. First

Rules/
Proced.

Utilities
SCOT

Fin/HPZ
SCOT

Cen.Mnt
SCOT

Slip/Trip
Falls

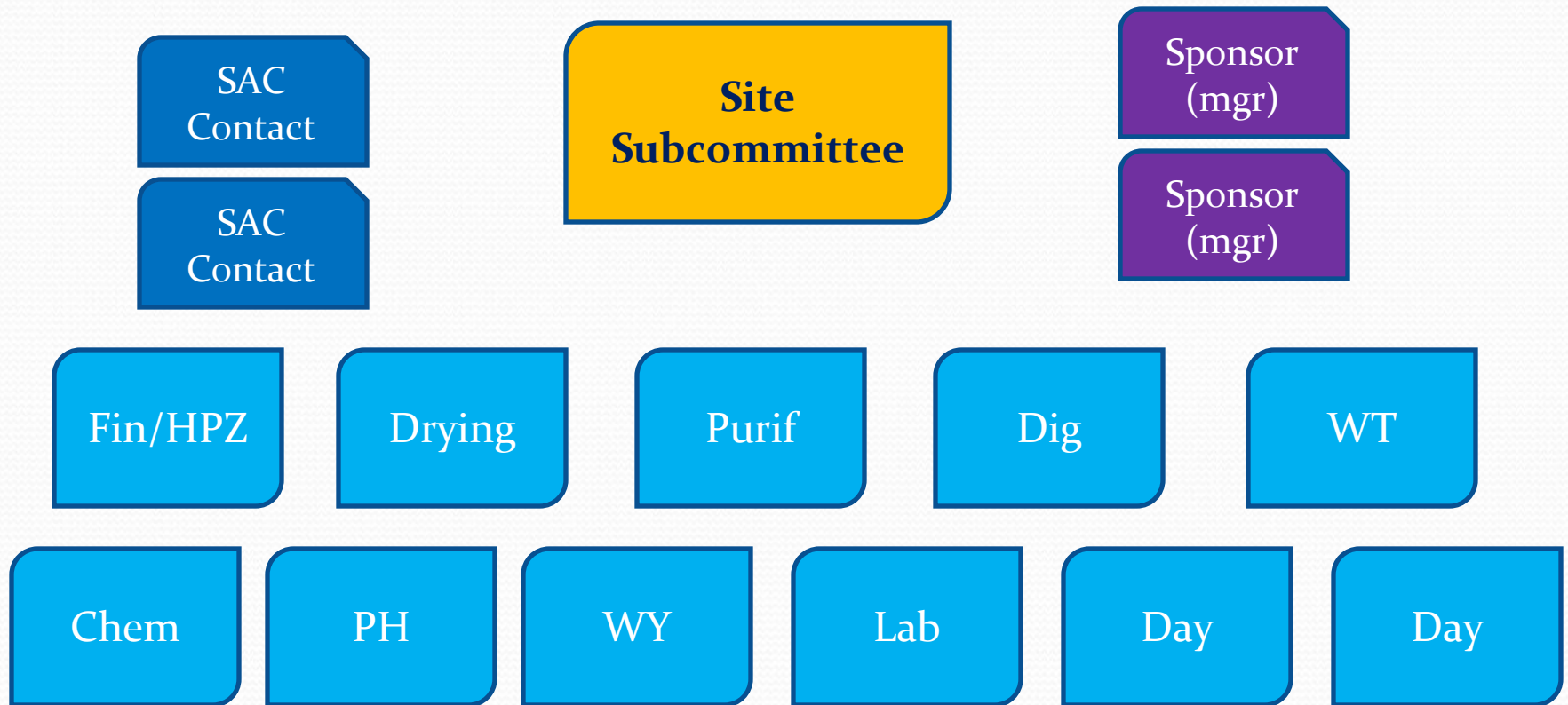
Ergon/
Hand

PPE/
Proc Haz

- 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!



Specific Subcommittee Organization



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

Part I: Auditor Information

Auditor Name: Michael Moore

Area Audited: Layboy Downstable conv. to #2 Tying Mach. position

Date: 2/14/11 ♥ Day

Part II: Conditions

Issue #	Issue Description	Degree of Safety		Issue Corrected? Yes/No	If issue has not been corrected, please list follow-ups and/or notification #
		Safe	Unsafe		
1	Are lights in good working condition	111	11	NO	Replace bulbs on 2 lights Notif. 150 673 412
2	Do any trip hazards exist	111	1	NO	Work on comfort Air system Rein. Base
3	Housekeeping- Are floors free of oil and/or lint build up	111	1	YES	loose strapping picked up.
4	Hoses are rolled up and stored properly	11			

Part III: Behaviors

Issue #	Issue Description	Safe	Unsafe	Issue Corrected? Yes/No	Notes
1	Paper knives in sheaths	1			
2	Unattended fork trucks have parking brakes applied, propane is turned off, and mast is in proper location	N/A			
3	Personnel are using proper PPE for area/job	1			
4	Are fork truck drivers/pedestrians following Foley safe practices	1			

Part IV: Equipment

Issue #	Issue Description	Safe	Unsafe	Issue Corrected? Yes/No	Notes
1	Covers are on electrical boxes, no exposed wire	100	111		
2	Machine guards are in place and not damaged	111	111		
3	Extension cords not worn or frayed / have GFCI	111	111		

Part V: Audit Calculations

1	Total = # of Safes + # of Unsafes	5445 = 59
2	% Safe = (# of Safes / Total) X 100	92%

Part VI: Comments

1	Contractor work on comfort Air system
2	Picked up some loose strapping on floor.
3	Area around Downstable pretty clean.

FINISHING HAZARDS ASSESSMENT AUDIT (Rev. 3/25/11)

Name: F. Flores Team: D

Date: 3-30-11 (Please put Year/Month in ID Section)

Area: Please mark Special Code in Column A:
 1: LB/BL(to wall); 2: BL(wall to pickup); 3: #1 RW/RL
 4: #2 RW/RL; 5: S. Dock(incl.#1 Bays); 6: #2WH; 7: #3WH

GENERAL PURPOSE OF A SPECIAL CODE

1: LB/BL(to wall); 2: BL(wall to pickup); 3: #1 RW/RL
 4: #2 RW/RL; 5: S. Dock(incl.#1 Bays); 6: #2WH; 7: #3WH

CONDITIONS (Bubble on pink rows only)

- Lights not working →
- Trip hazards →
- Housekeeping – Floors with oil/lint build-up →
- Hoses not rolled up and stored properly →

BEHAVIORS (Bubble on pink rows only)

- Paper knives not in sheaths →
- Unattended fork trucks w/o brakes applied, propane off or mast in proper location →
- Personnel without proper PPE for area/job →
- Fork Truck drivers/Pedestrians not following safe practices →

EQUIPMENT (Bubble on pink rows only)

- Covers off electrical boxes/exposed wire →
- Machine guards missing or damaged →
- Worn extension cords or missing GFCI →

Severity Legend:
 E-9+ Unsafe
 D-6-8 Unsafe
 C-3-5 Unsafe
 B-1-2 Unsafe
 A- All Safe

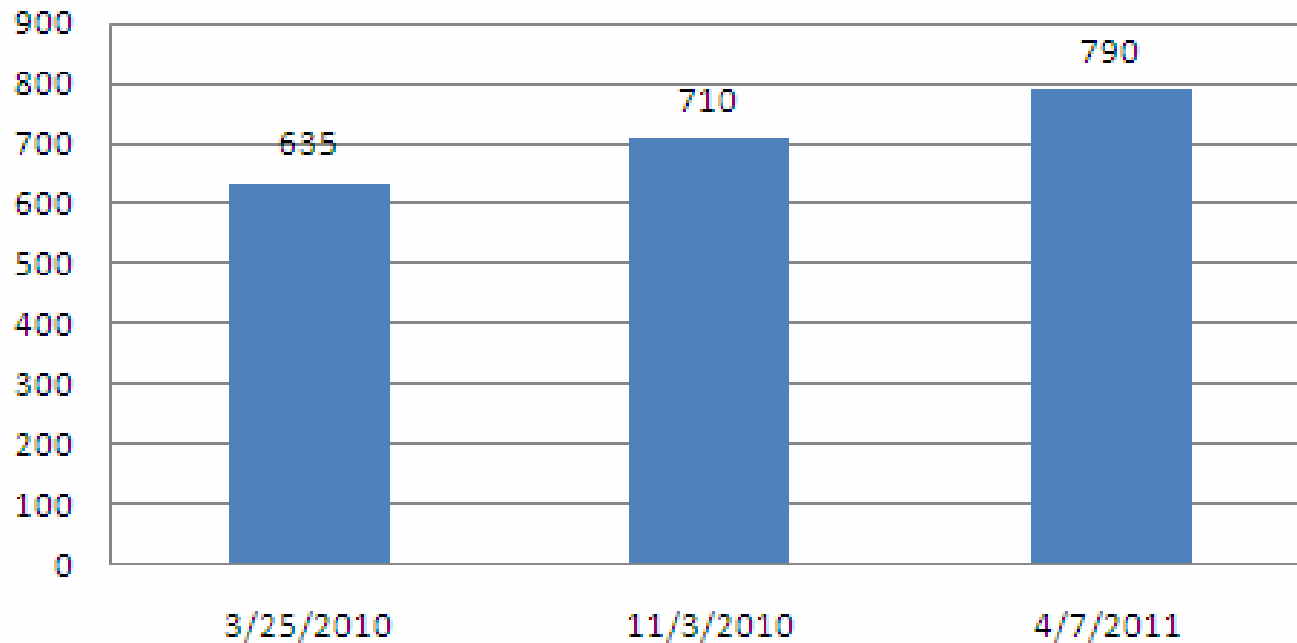
Where are we now?

- Individual Scorecards

Quarterly Module Scorecard		Module/Department: Pulping							FY/Quarter: 10/11 Q3		
Tasks	Safety Talk/Discussion	Behavior Observation	Completed Safety Audit	SafeStart Card or Story	Give Safety Training	Contribute to Safety Committee	Contribute to JSA, PBOMP, or Job Plan	Completed Safety Project	FSP Review Up-to-Date by Quarter	Correct an Unsafe Condition	Need 100 points per quarter to qualify for Recognition Bonus
Digesting/WT C Team	Required Minimum 3	Required Minimum 6	Required Minimum 3	Required Minimum 3	No Minimum Required	No Minimum Required	No Minimum Required	No Minimum Required	No Minimum Required	No Minimum Required	
Points	5	5	5	5	10	10	10	10	10	10	Total
Dean, Woody	55	40	50	25	10	20	0	0	0	60	260
White, Marvin	25	50	55	15	0	0	10	0	0	60	215
Brock, Jimmy	20	35	15	20	0	0	0	0	0	30	120
Smith, Jimmy	20	30	15	20	30	10	0	0	10	50	185
Langford, Betty	15	30	20	15	0	0	10	0	0	60	150
Miller, Edward	15	30	20	15	0	0	0	0	30	0	110
Pennington, Tom	15	30	15	15	10	20	0	0	0	30	135
Bethea, Brad	5	5	0	0	0	0	0	0	0	20	30
Sirmans, Johnny	15	25	15	5	0	0	0	0	10	30	100
McGrew, Jarvis	15	15	5	10	0	0	0	0	0	30	75
Lyles, Joe	15	30	15	15	10	10	0	0	10	20	125

Where are we now?

Gap Analysis Score



900 - 1000 points

Very good safety process which could be enhanced by improvements in some areas

700 - 899 points

Sound safety process is in place but a variety of items could be improved

500 - 699 points

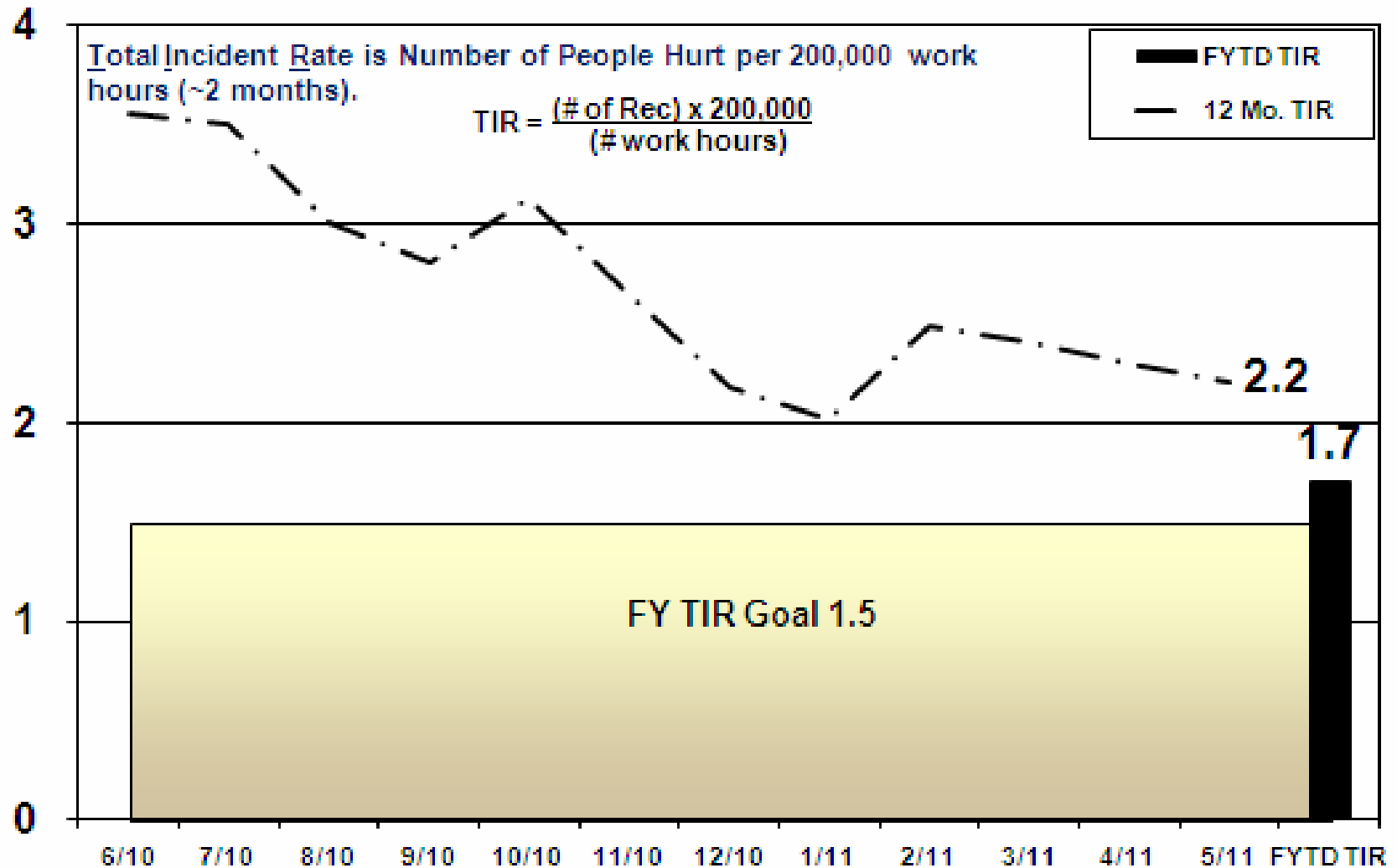
Safety foundation is at issue, many opportunities and concerns are noted

< 500 points

Safety process has not been successfully established (program vs. process)

Where are we now?

OSHA 12 Month TIR



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*

