

Becoming CCBS Accredited

*The Experience of the Acetate Fibers
Division*



The Value of CCBS Accreditation to the Acetate Fibers Division

Mike Ballard – Department Superintendent
Acetate Fibers Division



Organizational Structure

Eastman Chemical Company

12,000 Employees Worldwide

Voridian – A Division of Eastman Chemical Company

3000 Employees Worldwide

Acetate Fibers Division – A Division of Voridian

750 Employees – Kingsport, TN

Principle Products

- Acetate Tow – Filter Media for Cigarettes
- Yarn – Weaving and Knitting



CAMBRIDGE CENTER
FOR
BEHAVIORAL STUDIES

ACCREDITATION
OF SAFETY PROGRAMS
BASED ON THE
PRINCIPLES OF BEHAVIOR

Accreditation of a behavioral safety program signifies that the program, the results of the program and a written description of both the program and results have been examined in detail, and they meet the Principles of Behavior Based Safety Standards of the Commission on Behavioral Applications, Cambridge Center for Behavioral Studies.

*The Principles of Behavior Based Safety Programs at
Acetate Fibers Division
Voridian Division
Eastman Chemical Company
Kingsport, Tennessee, USA
is hereby Accredited through
May 2006*




Chair, Board of Directors


Executive Director


Commission on Behavioral Applications



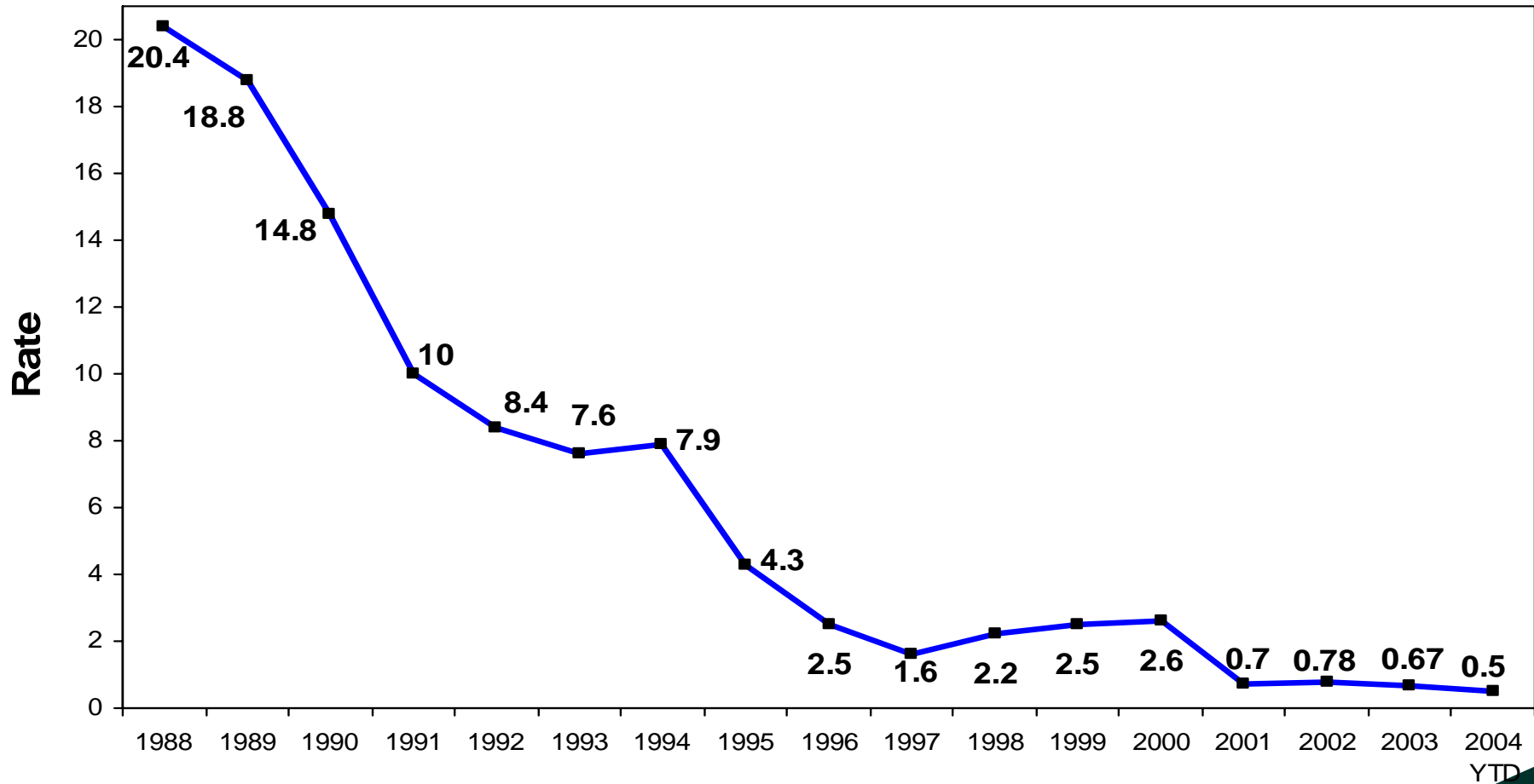
What is Accreditation of a Behavioral-Based Process by CCBS?

- **An Independent, 3rd Party Assessment**
- **Encourages Evidence-Based BBS Processes**
- **Recognition of BBS Processes Whose Safety Performance Meets High Standards**
- **Recognition of BBS Processes That Acknowledges Them as Exemplary and as a Model for Others**
- **Patterned After VPP Start Certification**

Why Did Acetate Fibers Division Seek Accreditation?

- **To Confirm That the Acetate Fibers Division's Behavioral-Based Safety Process is World Class**

Acetate Fibers Division OSHA Recordable Rate



Why Did Acetate Fibers Division Seek Accreditation?

- **To Obtain Feedback for Continuous Improvement of ESP**
- **To Provide Recognition to Acetate Fibers Division Employees for Improving Workplace Safety**

Value of Accreditation to the Acetate Fibers Division

- **National Recognition for Effective Application of a Principle-Based Behavioral Safety Process**
- **Opportunities to Benchmark BBS Process With Other Companies and Within Eastman Chemical Company**
- **Is Being Used to Strengthen Relationships With Customers and Suppliers**
- **Reinforces the Voridian Division's Vision of Being a Company Employees Want to Work For**



The Role of Senior Management in Leading Safety Improvement

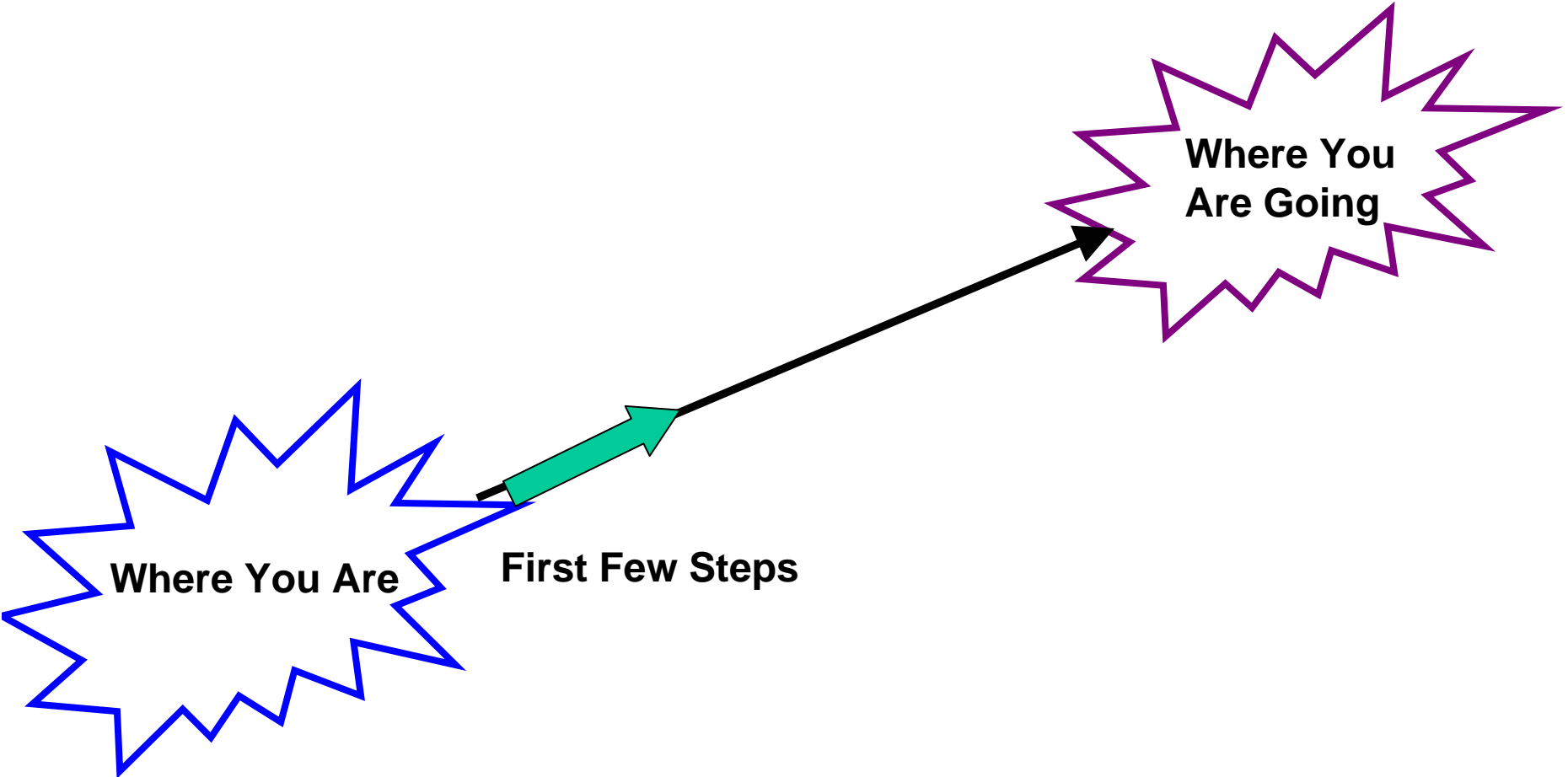
Lee McConnell - Division Superintendent
Acetate Fibers Division



To Start Any Improvement Journey You Must Know Three Things

- Know Where You Are
- Know Where You Are Going
- Know the First Few Steps to Take

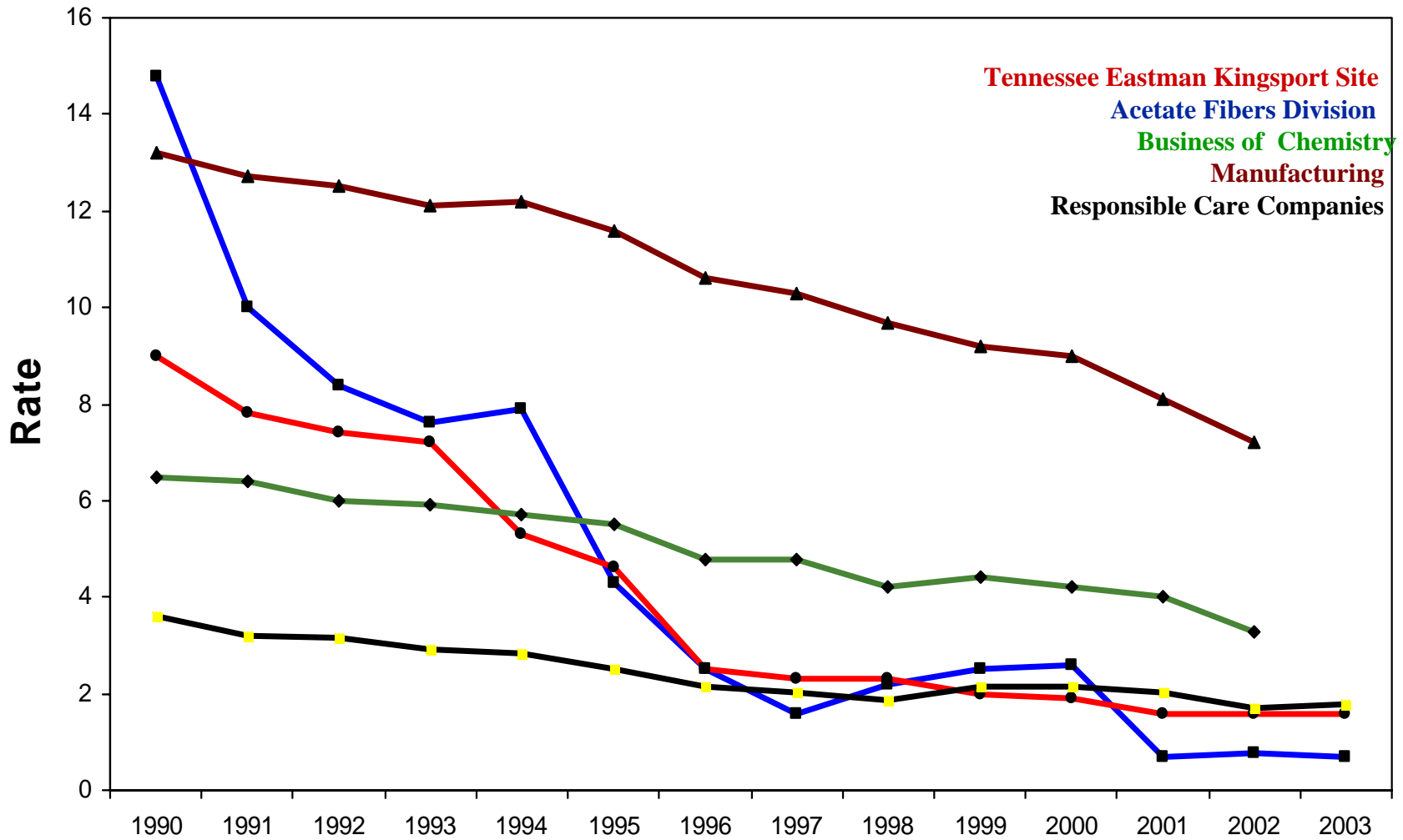
Starting the Safety Excellence Journey



Know Where You Are

- Understand Your Business Environment
- Benchmark Within Your Company
- Benchmark Within Your Industry

OSHA Recordable Rate Comparison



Know Where You Are

- Understand Your Business Environment
- Benchmark Within Your Company
- Benchmark Within Your Industry
- Safety Culture Assessment

Know Where You Are Going

- **Understand Your Organization's Mission & Vision**

- Our Mission: *To Safety and Cost-Effectively Manufacture Fiber Products that Consistently Meet Customers' Needs*

- Our Vision: *Utilize World-Class Manufacturing Processes to Achieve Operational Excellence in the Production of Acetate Fibers*

- **Understand the Linkage of Safety Improvement to Achieving Mission & Vision**

- **Set Long-Term Goal**

- **Is Zero a Realistic Long-Term Goal?**



Know the First Few Steps to Take

- **Determine Your Strategy**
 - **General 3 – 5 Year Plan**
- **What Are You Going to Measure?**
 - **"You Get What You Measure"**
- **What is Your Major Improvement Area?**
- **What Key Initiatives Are You Going to Implement Within the Next Year?**

Starting the Safety Excellence Journey



Communicate the Safety Vision & the Plans to Move in That Direction

- Must Send a Consistent Message to the Entire Organization

Provide the Resources to Drive Improvement

- People –

- Who You Select and Their Time Allocation Sends a Strong Signal to the Organization

- Money –

- Are You Willing to Spend \$\$\$ to Repair Unsafe Conditions?

- Consider a Paint-Up, Fix-Up, Spruce-Up Campaign With the Kick-Off

Establish Accountability Throughout the Organization

- **Operators / Mechanics**
- **1st Level Managers**
- **2nd Level Managers**
- **Department Heads**
- **Site Manager**

Check for Progress Against the Plan

Continuing the Safety Excellence Journey



The Next Few Steps

Your Annual Plan

- Are You Still Going to the Same Place?
- Will the Strategy Take You There?
- Resources?
- Key Initiatives?

Assure
Management
Systems are
Effective

Provide Reinforcement

Resource Requirements for Accreditation

Chuck Pennington – Senior Safety Technologist
Acetate Fibers Division



Resource Requirements for Achieving Accreditation

- **Completing the Written Application**
 - Describe organization, PBBS Process and safety data related to the process
 - Time required – 40 man hours
- **Validating the Application Data**
 - Submit draft application to Accreditation Advisory Team for feedback and understanding
 - Time required – 40 man hours
- **Site Visit**
 - Two days with CCBS Accreditation Team