



Written Application

**Application for Accreditation of a
Behavior Based Safety Program That
Replicates an Accredited Program**

Advantage Logistics Southeast Regional Facility (SERF) is a wholly owned subsidiary of SUPERVALU; one of the largest wholesale distributor of grocery products and retail supermarket chains in the United States. Employing over 190,000 associates, SUPERVALU consists of 2500 retail stores with 900 in store pharmacies and 36 product distribution centers who serve 5000 grocery retail endpoints. The performance of the team at SERF is an excellent example of the corporation’s vision of being the best place to work, best place to shop and best place to invest reiterating the corporation’s goal of being committed to our associates, our communities and our shareholders.

A. Identifying Information

Name of organization:	Advantage Logistics, SERF
Location of Corporate Office:	11840 Valley View Road Eden Prairie, MN 55344-3691
Name of Company Representative in Charge of Application	Mr. Joel C. Daniel Risk Control Manager
Phone number of Company Representative	256-235-3442
Address of Representative	1450 Commerce Blvd. Anniston, AL 36207
Divisions E-mail address of Representative	joel.daniel@supervalu.com

B. The background conditions in your company

Divisions involved in PBBS Program	Advantage Logistics, SERF
Geographic Location	North-Eastern Alabama in the Heart of the Talladega Forrest
Goods/Services Provided	Distribution Warehouse for General Merchandise, tobacco, health and beauty care and dry grocery products.
Kind of jobs worker’s involved in	<ul style="list-style-type: none"> ✓ Building Maintenance ✓ Conveyor Controller ✓ Equipment Maintenance ✓ Forklift Operator ✓ GM Selector ✓ Inventory Control ✓ Loader

	<ul style="list-style-type: none"> ✓ Maintenance ✓ Palletizer ✓ Pick To Light (PTL) Selector ✓ Receiving Clerk ✓ Replenisher ✓ Sanitation ✓ Slow Moving Grocery (SMG) Selector ✓ Spotter ✓ Tobacco Room Worker ✓ Transportation Department Spec. I ✓ Warehouse Clerk
<p>In order to follow the format of the Cambridge Center application form, we have attempted to divide initiatives that have occurred at SERF under the columns entitled: Non-PBBS and PBBS.</p> <p>We believe these activities to be relatively seamless, and we are not certain whether an idea for improving safety came from some PBBS-related meeting or was a result of some general safety work. Therefore, the division of initiatives in those that are PBBS and Non-PBBS as set out below is quite arbitrary.</p>	
<p>Recent non-safety initiatives and company changes</p>	<ul style="list-style-type: none"> ✓ <u>On-going</u>: weekly meetings to keep associates updated about Company events, policy changes, reading and discussion of associate suggestions and implementation of suggestions with merit ✓ <u>January 2006</u>: Home Office initiated the “SAIL” program which rewards the division with a pizza luncheon, for reducing their shrink numbers (damage, spoilage and inventory adjustments) by the greatest percent to sales per quarter; SERF has been awarded this trophy five of twelve times ✓ <u>January 2007</u>: Forklift operators change implemented; drivers are assigned to the same aisles for two months making drivers

	<ul style="list-style-type: none"> responsible for the same aisle, reducing damage ✓ <u>December 2007</u>: Inventory control re-slotting Module 7 increasing slot capacity thus reducing travel time and increasing the density of the picks; increased overall productivity of the Pick To Light (PTL) department ✓ <u>January 2008</u>: Implemented a wage progression for all new hires ✓ <u>February 2008</u>: Implementation of Pick To Light system in the tobacco room along with adding a new three (3) headed stamp machine, case packing and strapping machine to increase efficiency and productivity ✓ <u>February 2008</u>: Reduce non-standard time for start up of the shift and schedule changes by placing dry erase boards at the end of Module 1 and at the Clerk’s Station to improve efficiency ✓ <u>February 2008</u>: Started a “Six Sigma” project where the goal was to increase receiving productivity by 15% (this project is not yet complete) ✓ <u>August 2008</u>: Re-slotted grocery portion of warehouse to allow heavier cases to palletizing area first to use as base of outgoing pallets to improve shipping pallets thus reducing damage ✓ <u>December 2008</u>: Converted two (2) conveyor loops into three (3) shipping lanes allowing us to pick two (2) trucks at a time to improve efficiency ✓ <u>March 2009</u>: Selectors use two totes in PTL to help with accuracy and reduce errors
Recent non-PBBS Program Safety Initiatives	<ul style="list-style-type: none"> ✓ <u>December 2004</u>: Use of MedCor, telephone nursing consultants to better serve the injured associate ✓ <u>March 2006</u>: Implementation of a “scrolling” bulletin board with safety tips, associate information and morale boosting slogans to increase associate morale, communication and education ✓ <u>December 2006</u>: Enhanced the Preferred Methods to include additional safety initiatives and incorporating them into safety training and education ✓ <u>September 2007</u>: New Strapping machine in the tobacco room, decreasing frequent reaching of associate creating a more ergonomically

	<p>friendly work station</p> <ul style="list-style-type: none"> ✓ <u>December 2007</u>: Rubber stops placed next to the pallet return slots to hinder pulling pallets of products from slots while removing empty pallets to eliminate the potential of falling product ✓ <u>February 2008</u>: Implemented a Repeater Program for associates involved in multiple incidents to decrease potential injuries to assist them in the development of safe behaviors necessary to prevent re-occurrence. ✓ <u>March 2008</u>: Installed a collapsible receiving lane for the UPS/FED EX door creating a more ergonomically correct approach for the handling of the packages, reducing the risk of back injury ✓ <u>July 2008</u>: Implemented the “Six Sigma” tote project creating a more ergonomically friendly work environment ✓ <u>September 2008</u>: Inventory control partnering with maintenance to relocate all tall reserve and pick slots to the floor level thus reducing the possibility of product falling by increasing the stability of the pallet ✓ <u>November 2008</u>: Celebrated improvement of visible safe behavior resulting in one year without an OSHA recordable injury with management cooking Surf & Turf for the associates
Recent PBBS Program Safety Initiatives	<ul style="list-style-type: none"> ✓ <u>On-going</u>: Monthly Ergo meetings to discuss potential safety issues as well as discuss criteria for the yearly Ergo Goals Log ✓ <u>On-going</u>: Bi-Annual Ergo Safety Training to keep the Committee informed and educated ✓ <u>On-going</u>: Monthly Safety Meetings to discuss recent incidents and formulate a course of action so as not to repeat ✓ <u>On-going</u>: Weekly associate safety communication meetings by department to encourage safe behavior ✓ <u>On-going</u>: Daily CAM observations reinforcing positive behaviors ✓ <u>On-Going</u>: Morning pre-work stretch program with all Warehouse Associates to reduce muscle strain

	<ul style="list-style-type: none"> ✓ <u>On-Going</u>: Sharing information with other SUPERVALU facilities educating them on the details of our CAM process to assist them in implementing a similar program ✓ <u>February 2006</u>: Case hooks placed in all modules, including tobacco room to reduce musculoskeletal injuries ✓ <u>September 2008</u>: Director of Distribution of SUPERVALU was invited and made a presentation at a Risk Control Managers Meeting at the Corporate Office on the implementation and benefits of other sites beginning a PBBS/CAM Program ✓ <u>October 2008</u>: Facilities Superintendent was invited and made a presentation to the National Safety Council on the benefits of implementing a PBBS/CAM Program
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Our distribution center was constructed in 1995 and became operational in 1996. The facility encompasses 225,000 square feet of space, is 36 feet high at its highest point and contains over 18,000 feet of a conveyor system which is run six (6) days per week for one production shift. This warehouse is air conditioned in the summer and heated in the winter. Inside the warehouse there are 318,003 cubic feet of product, approximately 12,681 different items and 6,617,290 pounds of inventory in stock at any given time.

Engineered labor standards were implemented in 2004. Engineered labor standards measure the quantity of time it takes to perform a specific task. Labor standards represent a fair day’s work, at an average pace, under normal working conditions. In March 2008, we implemented an engineered labor standard in the Tobacco Room.

C. Description of the Workers

1. Their ages:

As this application for accreditation is written, there are 81 full time associates in our workforce; we do not hire part-time associates. In our current workforce the average age is 41 years; our youngest associate is 19 and our oldest 65. Of our current headcount, 32% are females.

Length of Service:

Months of Service	Number of Associates
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0 – 12	18
13 – 24	5
25 – 36	10
37 – 48	13
49 – 60	8
61 – 72	2
73 – 84	25

2. Experience:

Advantage Logistics SERF associates are from the general geographic area but come from every conceivable background and experience imaginable including, but not limited to, mechanics, military, fast-food service, department stores, construction work and manufacturing.

Job Title	Job Duties	Labor Standards
Conveyor Controller	Responsible for separating cases at scanner to ensure proper sortation; clears jams in designated area; watches monitor on accumulation lanes to ensure proper movement of product; changes wave titles to send down product according to need.	Not a labor standards job
Equipment Maintenance	Responsible for diagnosing problems with rolling stock; troubleshoots wiring and electrical system of equipment; maintains Preventative Maintenance program for rolling stock (forklifts), batteries and chargers.	Not a labor standards job
Forklift Operator	Operates forklift to move stock to accessible locations and to move incoming stock to proper rack location.	Labor standards implemented in January 2004
GM(general merchandise) Selector	Responsible for selecting product following the pick to belt procedures; place all empty pallets from working slot and place in designated areas	Labor standards implemented in January 2005
Inventory Control	Responsible for verifying warehouse adjustments, charge backs and receiving record	Not a labor standards job

	<p>corrections; checks slot availability reports and makes inventory adjustments as needed; maintains proper heights, lengths, width, cube, case type, tie and tier on all items through warehouse CICS maintenance system; checks slots for dates on inventory product; assists in preparation of and in inventory; keys container updates; performs job functions in all areas of the warehouse; processes all warehouse returns and damage to include recouping; must be able to move product throughout the warehouse.</p>	
Loader	<p>Responsible for loading trucks properly so product arrives undamaged at destination; responsible for photographing product loaded onto trailers to ensure the load leaves the facility in good condition.</p>	<p>Labor standards implemented in January 2004</p>
Maintenance, Building	<p>Responsible primarily for keeping the conveyor systems which consists of cleaning and lubricating shafts, pulleys, gears, and bearings using rags, brushes and grease guns; responsible for the PM programs and weekly inspections of all mechanical items in the building (i.e. conveyors, door locks, fire equipment, valves, generators, etc); completing work orders recording service dates and parts used out of inventory.</p>	<p>Not a labor standards job</p>
Palletizer	<p>Responsible for removing cases and/or totes of product from belt driven rollers; product is placed onto a pallet and shrink wrapped for stability.</p>	<p>Labor standards implemented in January 2004</p>
Pick To Light Selector	<p>Responsible for selecting items from cases inside racking using electronic pick to light system;</p>	<p>Labor standards implemented in January, 2004</p>

	items and/or “cells” are placed into totes and/or boxes; totes and/or boxes are labeled and placed onto the conveyor.	
Receiving Clerk	Responsible for receiving product from outside vendors, verifying purchase order numbers and confirming the shipment is the correct product, the correct number of items and that it is in an acceptable condition; responsible to ensure product is on pallet considered acceptable per our current safety standards.	Labor standards implemented in January, 2004
Replenisher	Responsible for keeping slots filled to capacity in the full case and break-pack selection areas as directed by labels, call outs and reports from the ready reserve slots.	Labor standards implemented in January, 2004
Sanitation	Although all associates are responsible for maintaining the cleanliness of their immediate work areas, sanitation workers are responsible to ensure the cleanliness of the entire warehouse by mopping, sweeping, dusting and deep cleaning all flooring, beneath racking and product, between dock plates, outside lot area, and slots. Responsible for pest control both inside and outside the warehouse; lead sanitation person is responsible for all pest control records. Sanitation associates must be proficient and licensed on multiple pieces of equipment including but not limited to forklifts and scrubbers; must maintain the use of all personal protective equipment including gloves, safety glasses, harness and lanyards.	Not a labor standards job



Slow Moving Grocery Selector	Responsible for selecting full cases of product from four levels, from five separate modules; selection is from a pallet where a shipping label is placed onto the case prior to being placed on the conveyor.	Labor standards implemented in January, 2005
Spotter	Responsible for moving empty trailers to loading doors in coordination with shipping scheduled; moving back haul trailers into dock for unloading; removing loaded/empty trailers from the dock doors as instructed; perform yard checks to identify trailers; move trailers between two warehouses; perform other warehouse and/or transportation duties as needed.	Not a labor standards job
Tobacco Room Worker	Responsible for selecting tobacco products using selection sheets; responsible for stamping tobacco products using the correct stamps for state, city and/or county; responsible for re-boxing tobacco products and strapping boxes closed to ensure of no pilferage once leaving the facility; responsible for loading cartons onto conveyor for shipping.	Labor standards implemented in June, 2008
Transportation Department Spec. I	Responsible for releasing store orders to the warehouse in a manner to build efficient loads for outbound trucks maximizing cube and minimizing freight costs; responsible for coordinating outbound shipments and to merge cross-dock with outbound loads; prepare documents for all outbound shipping and complete all net invoicing functions.	Not a labor standards job
Warehouse Clerk	Responsible for signing all associates on at the beginning of the shift and deleting them at the	Not a labor standards job

	end of each shift; sorts all grocery/non-conveyable pick tickets by wave and then by aisle; assigns and reassigns selectors' work area based on work demand; directs grocery selectors on proper pick sequence; verifies all large quantity counts.	
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3. Training:

Managers, supervisors, clerks, office personnel, maintenance, sanitation and inventory control personnel are trained in-house for each specific job duty in their department. Warehouse associates are hired in and trained for their specific department by supervisors and designated trainers.

There is a 90 day probation period for all associates hired at Advantage Logistics SERF. During the associate's probationary period, the Supervisor monitors the associate's attendance and work record, communicates the work rules, general health and safety rules, preferred methods and completes specific job safety observations.

4. Safety Training:

All associates attend a safety orientation on their first day of employment which includes, but is not limited to OSHA required topics (i.e. blood borne pathogens, lockout tag out, hazard communications, etc.), Corporate policies, risk control programs (i.e. Ergonomics, Safety, CAM), emergency procedures, PPE, injury and/or near miss reporting, the direct and hidden costs of injury and/or near misses, and injury and/or near miss prevention. During the orientation session there are also several safety videos the new associate will watch. (See Appendix A, New Associate Orientation Sheet)

At the conclusion of the safety orientation, the associate is taken on a tour of the facility. During this time, the first aid kits, eye wash stations and AED equipment are pointed out to the associate as well as safety and informational bulletin boards. The new associate is then turned over to his/her supervisor who begins the formal training of the associate.

During their training, associates become familiar with the Job Safety Analysis (JSA) and Preferred Method for their job. The Supervisor conducts job safety observations twice each week during the first month of training, and once weekly during the next two months to ensure the new associate is conducting their job according to the JSA and the Preferred Methods, the proven safest manner. Trainers, who are hourly associates who are very proficient in all aspects of their specific duties, utilize the JSA's during this training period when working with the new associate.



Job Safety Analysis and Preferred Methods are reviewed by the management and supervisory staff annually to ensure they are complete and are revised when necessary. The Job Safety Analysis and Preferred Methods include steps for each job, potential safety hazards and appropriate measures to take to avoid injury.

Any associate required to use powered equipment receives detailed training for safe operation of the equipment. The training sessions depend upon the associate's prior knowledge of the equipment and their rate of learning. When the operator and the trainer feel the associate is ready, an evaluation is done and a license issued. Each type of equipment requires a license to operate. Re-evaluation and recertification is done every three years, and these records are maintained in the Risk Control Department.

Annual retraining of all associates is conducted by their immediate supervisors. Retraining includes, but is not limited to, the preferred methods, general health and safety rules, PPE, discipline policy and ergonomics. (See Appendix B, 2008 Associate Annual Training). Job safety observations are done monthly to assure that associates are following all safe work practices as described in the preferred methods. One-on-one communications are conducted to ensure individual associates understand all concepts of their job duties and are able to perform the duties safely and accurately.

5. Education:

Advantage Logistics SERF does not require any formal education for general warehouse associates, however it does require a high school diploma or GED (General Education Diploma) for clerical and/or supervisory positions. Although no positions at this location require a degree, we do have associates with both Associate and Bachelor Degrees.

6. Health:

A pre-employment physical examination is given to all associates. It includes a physical capacity and drug test. For employment at our facility, Associates are required, during the physical capacity portion of the testing, to lift 49 pounds, the maximum weight of our product.

7. Safety Records:

There are several different methods used to measure and record our safety data. Injury data is compiled into an EIS (Employee Injury Summary) Report which includes an analysis and charts, and is sent electronically to our corporate office. (See Appendix C, sample of Associate Injury Analysis Summary).



We currently have an OSHA frequency rate of 4.2 with one reportable injury occurring in 2009. Our last disabling injury was in January of 2005. We have worked over 1,565 days (four years +) without a lost-time injury.

Since our site has had only three (3) OSHA recordable injuries in the past three years, we are in a position to track and chart possible patterns using first aid logs to chart minor injuries for trends. Near Miss Incidents are also investigated and tracked to locate problem areas and focus placed on actions to be taken to prevent any further injuries.

Safety training done during orientation is signed and acknowledged by the new associate; weekly safety training conducted by the supervisors is signed and acknowledged also. Records of these training sessions and the associate's signatures are retained by the Risk Control Department. (See Appendix B, 2008 Associate Annual Training) Random Job Safety Observations are done by the Supervisors monthly to ensure associates are completing their duties in a safe manner as prescribed in the Preferred Methods.

D. Safety concerns. What conditions or events caused you to consider beginning a PBBS program?

After the start up of the facility in 1996 and a stabilization of the workforce, continued focus on safe working habits reduced work related injuries.

In 2004, our OSHA rate began to spike after two years of steady decrease.

Realizing the need to re-evaluate the processes for improvement, the Risk Control Manager developed a plan for the implementation of a behavioral based process that was developed by SUPERVALU Corporate Risk Control; Critical Activities Management (CAM).

SUPERVALU Corporate Risk Control was educating and encouraging Risk Control Managers to implement CAM into their facilities. Our sister facility, MRDC, had implemented CAM and was experiencing excellent results since their implementation of the BBS program in 2001.

E. The PBBS data. Methods of collecting data and ensuring the accuracy must be described in enough detail that an experienced safety person could use your description to set up a similar data collection and verification program.

1. What safety data are particularly important at your work sites?

Reduction of OSHA reportable injuries are the main focus of our site. Our goal is to send an associate home in the same condition as when they came to work thus reducing any pain and suffering of the associate as well as his/her family due to lost work days or restricted work days. This goal will also reduce potential loss in



profits as well as cost of medical expenses, possible litigation costs and any other related expenses.

2. Why are these data important?

An OSHA reportable injury always involves someone being exposed to pain and suffering. OSHA reportable injuries can also, quite frequently, result in the associate being placed on restricted job duty. While we do provide a Temporary Alternate Work program, restrictions on an associate not only limit their ability to perform their job duties, but also can limit their ability to participate in their personal activities outside of work.

This restriction can also affect the associate's co-workers with them picking up the injured worker's duties which could lead to overtime for the facility along with stress for the other associates. Longer hours and an increased work load can lead to the occurrence of additional injuries.

Many times OSHA inspections and fines are triggered by a number of or an increase in OSHA reportable injuries. Having OSHA inspectors in the warehouse could cause the associates to question the facility's safety practices and their own safety, creating low morale and dissention among them.

In summary, OSHA reportable injuries cause hardships on the entire work team. At Advantage Logistics SERF, we believe that all work duties can be performed without serious injury to any associate as long as proper behaviors are taught, encouraged and follow up given to ensure compliance.

As a distribution center for general merchandise, it is important we keep expenses as low as possible in order to remain competitive; there is limited room for additional expenses. Our Corporate Workers Compensation system is based on reportable injuries and high costs can be assessed to our site if an OSHA recordable should occur.

3. How do you collect data on each of them?

Injuries and near misses are reported to supervisory staff, where an investigation is completed and a management review conducted. First aid logs note minor injuries to associates, denoting the cause, body part, what the injury is, etc. All this information is compiled and graphed looking for patterns or recurrences caused by possible poor work practices.

Data for the PBBS program are collected on a daily basis by sixteen (16) team leaders (observers). These team leaders, who are CAM members, are comprised of supervisory and hourly associates from various departments in the warehouse. Each hourly associate conducts a minimum of fifteen (15) informal observations each week while supervisory staff performs forty (40) observations, ten for each

behavior listed. After each observation, the observer speaks with the associate providing them with feedback which reinforces safe behaviors and provides coaching on unsafe behaviors.

These notations are made on a CAM observation form (See Appendix D, CAM Observation Data Sheet) and turned in weekly where the data are compiled, charted and graphed. These data are shared weekly with the associates in the weekly associate meeting as well as being posted at various locations in the warehouse. At the end of each “Cycle”, which is a six week increment, the data are also shared with our corporate Risk Control office. (See Appendix E1 and E2, CAM Sample Feedback Chart and Graph)

4. How do you ensure that the data are accurate?

During associate safety orientation, the importance of reporting all incidents, injuries and near misses immediately is stressed. Associates are advised that incidents and injuries can occur in the course of work, however if reported they can be tracked and actions taken to prevent future incidents from occurring. It is emphasized to new associates that we maintain open lines of communication. Further discussion is had with the associate on the need for first aid treatment to begin immediately after any injury to reduce the chance of additional issues for the associate later on, including lost work time down the road.

During human resources orientation the need to immediately report an injury or near miss is re-emphasized. New associates are educated on the work rules and policy as well as the consequences for failure to abide by the procedures.

During the course of the calendar year, Supervisor’s also do a training session on the General Health and Safety Rules (See Appendix B, 2008 Associate Annual Training) which emphasizes the need to report immediately to a Supervisor in two separate locations of the rules:

Report all unsafe conditions or acts to your immediate Supervisor for corrective or appropriate action. All associates must work in the prescribed safe manner when handling merchandise or operating equipment.

Report all injuries or near-miss injuries to your immediate supervisor at the time the incident occurs.

We have developed a positive culture here which we believe ensures the reporting of even minor incidents. The lack of OSHA reportable injuries occurring in our facility, allows us to track these minor incidents; looking for possible trends and circumstances which could create potential injuries. (See Appendix F, Minor Injury / Near Miss / Incident Log).

New Supervisors are trained prior to starting work in the warehouse. Refresher courses are provided annually for all supervisory and management staff which includes the importance of injuries being reported immediately and fully investigated. Annual training includes but is not limited to, injury investigation, general health & safety rules, work rules, consequences of injuries, safety appraisals and the repeater program (See Appendix G, Supervisor Annual Training). Training includes classroom instruction by the Risk Control Manager with manuals, literature and video tapes. During the instruction, a review of past injuries, incidents and near misses are discussed. All investigation forms are also graded by the Risk Control Manager for accuracy and compilation of information (See Appendix H, Injury / Near Miss / Incident Investigation Evaluation).

All injuries, even minor ones such as a paper cuts or splinters, are recorded on a First Aid Log and tracked by job title, injury, cause and body part (See Appendix I, Samples of four First Aid Injury Charts). Should a pattern be noted, the Safety Committee looks into the facts of the injuries to determine if there is something to be done to prevent future injury to other associates.

When an injury is reported, supervisors are trained to immediately secure proper medical attention for the injured person either on site or at a medical facility. The Risk Control Manager and/or Human Resources Manager are contacted immediately also, to speak with the injured associate, confirm their rights and responsibilities, and confirm any waiver of treatment should that decision be made by the associate. Having the Supervisor and Management personnel involved with the injured associate emphasizes that reporting is encouraged as well as shows our concern for the associates well being.

Should the associate need medical treatment, a Supervisor or the HR Manager transports the associate to Physician's Care, our occupational health clinic. Representatives from the clinic tour our facility each year as well as review and sign our Job Demand Profiles. This provides valuable information when making decisions about job restrictions to the injured associate.

Should the associate be disabled from work, a Supervisor will make contact with the associate on a weekly basis to ascertain if they need anything and to stay aware of the recovery process.

All injuries, other than a first aid log entry, require a full investigation by a supervisor and/or the Risk Control Manager. Investigation training and refresher classes ensure a thorough and consistent investigation of the injury/near miss. This information is then brought to the Management Review Board where the incident is critiqued for cause, counteractive and preventative measures which may need to be taken and can be in the form of but not limited to counseling the associate, changing the preferred method or disciplinary action.



After the Board makes a determination on the causation and action to be taken, the associate is counseled regarding preferred methods and three (3) job safety observations are done on the associate at periodic intervals to ensure he/she is following the preferred method. Any preventative measures are put into place at this time including, but not limited to, changing the preferred methods and job safety analysis if necessary.

Once completed, the incident and all relevant paperwork are filed in the Risk Control Manager's department. Should the same associate have another incident/near miss the past reports, including any disciplinary and/or corrective action, are reviewed. If there are three (3) incidents in a 36 month period or two (2) incidents in a twelve month period, this person could be placed on our Repeater Program to assist them in developing the behaviors necessary to avoid re-occurrence.

Our Repeater Program is designed to positively reinforce the associate's personal commitment to safe work behavior, to reduce personal injuries, and to minimize or eliminate the risk of re-injury through proper retraining efforts by using some or all of the following: The program allows individual training and follow up including retraining of safety rules, preferred methods, job observations and discipline.

If required, the Risk Control Department also enters all OSHA recordable injuries, maintaining the necessary logs. The Risk Control Manager is well versed on the requirements of OSHA recordkeeping, the maintenance of the logs and the regulations. He attends OSHA seminars and classes to keep abreast of regulations.

To ensure compliance, an outside agency is employed to conduct a thorough internal audit every eighteen (18) months. The Loss Control Management Evaluation is conducted on site with regards to recordkeeping of the OSHA log as well as verification that corporate policy is being followed. A perception survey is also given to associates annually and includes questions on injury and incident investigation and review. This survey and the LCME audit are reviewed by Corporate and shared with distribution associates.

Injuries requiring medical treatment are also electronically filed with our corporate office and the insurance carrier. Severe consequences would result from any attempt by a distribution center to misrepresent the facts or not properly report and record any injury that occurred in their distribution center.

Information regarding injuries, incidents and near misses are tracked and placed on a spreadsheet as well as graphed and sent to Corporate at the end of each fiscal period. This information is also shared with all warehouse associates during weekly associate meetings and quarterly reviews.

Accounting and accuracy of the PBBS program data are also essential. To achieve a high level of accuracy we divided the warehouse associates into teams and a leader is assigned to each team. To this end, all associates are observed and monitored for safe and/or unsafe behavior which ensures a true representation of the data. These teams also change every six (6) weeks, at the onset of a new cycle of observations, thus ensuring that associates are observed by all Team Leaders assuring impartiality.

Each week observation Sheets are turned in to the director of the facility. The Director of the facility takes the observation sheets into the warehouse, checking a minimum of 10% of the observations to ensure the associate has been given feedback regarding their behavior. Once verified, the Risk Control Department enters the information into a spreadsheet, tracking and graphing different aspects of the information.

Supervisors and Management review the information each week and the information is shared with all warehouse associates at a weekly meeting, with the information posted throughout the warehouse. Any sudden spike in behavior would trigger a review of the information gathered for possible inaccuracies.

F. Description of your PBBS program.

5. What was done?

Support was gained by the management team by showing injury expenses, injury activity, OSHA rates and production loss due to injuries. It was also pointed out that this could be a means to improve associate relations as well. It was reported that the cost of this program would be minimal and limited to the training initially and associate's time spent doing observations.

The Risk Control Manager provided ongoing education to the team by reviewing the book Performance Management by Aubrey Daniels and distributing BBS materials to the Management Team articles from various sources. The team became educated on the philosophy behind the PBBS program.

During the initial implementation of our PBBS program, we looked at activities based on past injuries caused by failure to follow safe work practices and/or the preferred methods. Other information logged as near misses, was gathered indicating where poor work practices were occurring which could result in possible injury if safe work practices were not instilled (i.e. bending at the knee, stepping around a pallet as opposed to walking over it, using a case hook instead of overextending, etc.).

In February of 2005, we started working with the CAM program, targeting four behaviors which historically had been the cause of injuries, with encouraging results. (See Appendix J, Preliminary Observation Data Results) There was a



call for volunteers from each department (See Appendix K, Call for Volunteers) for the creation of the CAM Committee, training of members was conducted and the first attempt of an observation process started.

In November 2005, several members of management made a trip to our MRDC facility for a site visit where CAM had already been implemented with astounding results. The MRDC facility had been designated by SUPERVALU as a training center for CAM, and management teams from around the nation were visiting to become educated on the CAM process.

The SERF team wanted to observe the actual workings of CAM, not what the MRDC management might want them to see, and they arrived unannounced at the facility during the evening entering the warehouse to speak with associates. That evening they were given a tour and spoke to the workforce, they were convinced the program was genuine and working well.

The following day they attended the “Day At MRDC Training,” and viewed presentations including charts and graphs of MRDC data, participated in tagalong observations, were given an announced tour of the facility, participated in question and answer sessions with hourly members of the team, the CAM team members and MRDC supervision. This day allowed even more informal conversations between the SERF team and MRDC team and consistency was again shown. The SERF team walked away believers that this process could change their culture.

Following the visit to MRDC, in January 2006, a formal integration plan was established to enhance the informal PBBS process already in place and to develop strategies to mimic MRDC culture. (See Appendix L, Integration Plan).

Data collection would be done by the management observers, as they carried out their daily duties and would be done by associate observers as they went to the front office for various reasons; if this was not enough time, they would be permitted fifteen (15) minutes each day to conduct observations.

Observer training consisted of education on the basic principles of behavior management and modification, a power point presentation stressing the significance of positive reinforcement, the sequence of antecedents, behavior and consequence. Training further went into the theory of positive reinforcement versus negative reinforcement as well as the specifics of the CAM Program. As new members came to the team, they received this training. Each year, a “refresher” presentation is given to the team leaders and management.

Team leaders learned the steps of the program and began by choosing behaviors which historically had been the source of injuries. A baseline of the behaviors was established prior to the announcement of the program to the workforce. At implementation of the program, a presentation was given to the workforce

explaining the CAM Program and the reason for its implementation. During this forum, it was indicated to the associates the initial four behaviors, what was considered a safe way to accomplish them and what was considered unsafe.

6. How was it done?

Target behaviors:

A CAM Team was formed which consisted of supervision, management and hourly associates from each department. Hourly associates were at first selected by the management team based on their enthusiasm for the CAM Program as well as their ability and comfort level to give feedback to their fellow associates. Replacement members have been on a voluntary basis after posting availabilities. Hourly associates are solicited to join the CAM team because their involvement is key to the success of the program.

Team Leaders met and reviewed past injuries, near misses and incidents as well as potential problem areas in the warehouse. After reviewing the information the Committee selected four behaviors they felt were in the most need of change, selecting behavior criteria, goals and objectives for each. Discussion was held on the “correct” way a behavior should be performed and a demonstration was provided to ensure all observations would be consistent. A goal of 90% for three cycles (18 weeks) was established as the criteria of a safe behavior.

Observation and measurement:

Team Leaders record the safe and/or unsafe behaviors on an observation sheet (see Appendix D, CAM Observation Data Sheet); Supervisors are to complete forty observations per week (eight per day) and associates fifteen observations per week (three per day). The data observation sheets are collected weekly, a minimum of 10% of the observations are verified by the facility director, and the data are then tracked, charted and shared with the associates via bulletin boards in the warehouse, the scrolling bulletin board and reported to the associates at the weekly meeting. At the conclusion of each cycle, the data are graphed and sent to our corporate office.

Charts and graphs are shared and discussed at each monthly CAM meeting. Discussion among the Team Leaders is centered on the increases and decreases in the percentages of each behavior, and how to improve on each behavior. Objectives and goals are reiterated with the Team and the Action Plan is discussed to ensure the time line of each objective is being met.

The Action Plan is important to the CAM Committee to ensure that objectives are being followed and met. This Plan allows the Committee to set and achieve goals that are necessary to the success of the CAM program.

All graphs and action plans are kept as points of historical value for the facility; as time progresses this information can be used to identify past issues and reference the action taken to correct the behavior as well as recording the successes. With this information, the facility can be pro-active in counteracting future problems ensuring the ultimate goal of remaining free of injuries.

Managements and the Cam Team Leaders review reports, charts and graphs from not just the CAM program, but, also, from the Safety and Ergonomics programs, which provide the when, where, and how's of various injuries and incidents, allowing discussion of and a pro-active stance against future occurrences.

Feedback and Reinforcement:

Team leaders provide positive reinforcement and feedback to associates during the observation process and randomly as they are carrying out their job duties when safe and unsafe behaviors are seen. Following an observation, the Team Leader speaks with the associate, confirming with them the safe act they committed and applauding their safe behavior, encouraging continued safety.

Because of the different personalities of the Team Leaders, varied approaches to the feedback are given. If a Team Leader observes an unsafe act, that person may speak with the associate regarding the situation, pointing out the unsafe behavior, reminding the associate of the safe way to accomplish the behavior and informing the associate how an injury could occur. Team Leaders are trained to deliver this corrective feedback in helpful and non-punishing ways.

Communicating the positive reinforcement and feedback immediately to the associates not only is imperative to the program, but also opened lines of communication between the associates and management. With the lines of communication open, the benefits are substantial not just regarding the safety arena but in all aspects of associate relations within the facility.

Open communication allowed for more positive associate relations which resulted in the implementation of a Suggestion Box in January, 2007. Associates are encouraged to leave suggestions which are then read by the management team and discussed. At the weekly associate meetings the suggestion is then read and associates advised if the suggestion is feasible and how it will be acted upon or why the suggestion is not practical.

Since all of the supervisory staff are also observers, the interaction and communication between them creates a positive atmosphere in the warehouse. This environment contributes to a happier workforce which in turn is far safer.

7. When was it done?

Our first meeting on the implementation of the informal BBS Program was on December 8, 2004, where a slide show called *CAM Performance Management* was reviewed. It was determined that changing behavior with positive feedback and training would enhance the work environment. At this initial meeting, it was decided the CAM Team would select three or four behaviors to observe, creating a baseline through silent observations to ensure that the data would be accurate. Each step of the program was reviewed to make sure each manager, supervisor and associate team leader had a clear understanding of their responsibilities.

In January of 2005, the baseline was established and the CAM Team Members created a Power Point Presentation showing the safe and unsafe criteria of the behaviors. The third week of January the program was revealed to all warehouse associates, and the presentation given. Observations began immediately after. New objectives are presented to warehouse associates in the same manner.

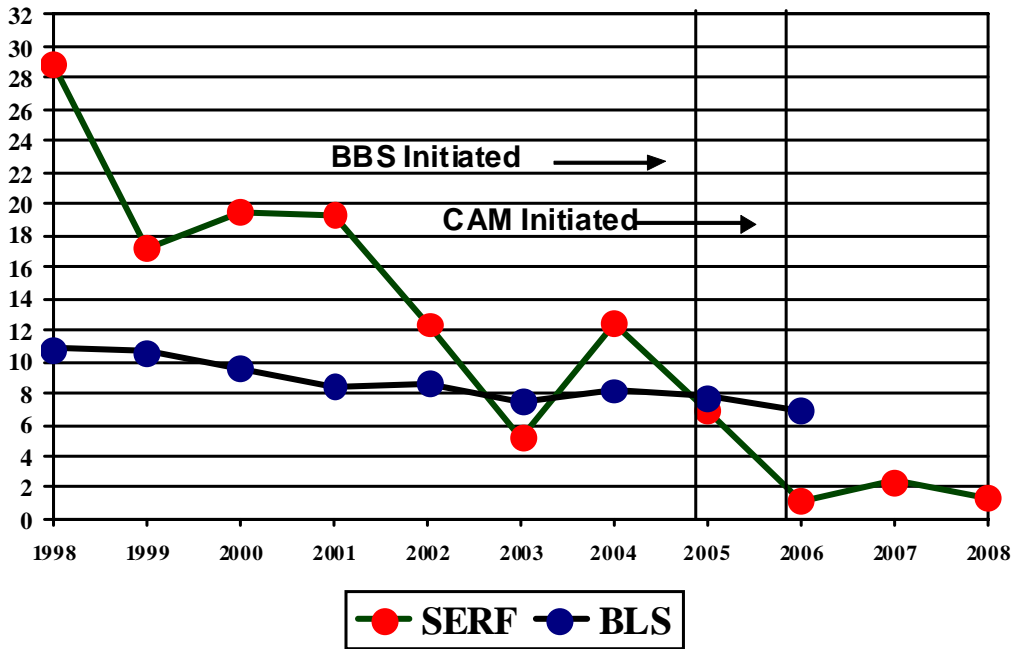
In November 2005, when the management team visited MRDC, a new emphasis was put on the CAM process modeling the processes that were put in place at MRDC which led to success. These processes boosted the power of the CAM program already in place and created a culture change where management and the hourly workforce were working together on their goals.

8. Where was it done?

The program and observations are done in all areas of the Advantage Logistics warehouse and includes all personnel. Locations in the warehouse include Modules 1 thru 7, Non-Conveyable Aisles, Shipping, Receiving, Palletizing, Tobacco Room, the Clerk's Station and the offices.

**G. Graphic displays of the data and
H. Analysis of data**

**Advantage Logistics SERF
Annual OSHA Frequency Rate
SERF to BLS (Bureau of Labor Statistics)
1998-2008**

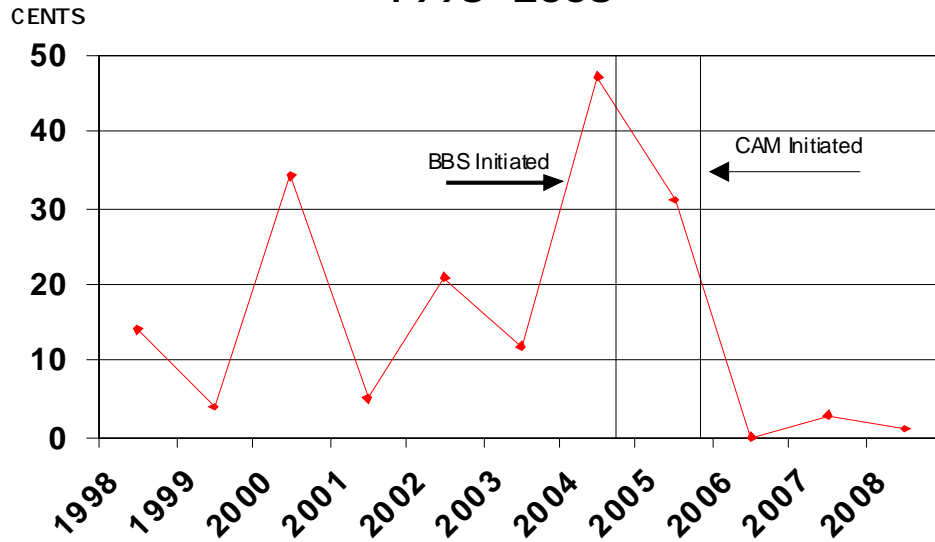


- OSHA Rate = # of injuries that meet OSHA recordability requirements per 100 associates (200,000 Labor Hours)
- Each data point includes one full year of injury activity and labor hours

This graph shows the Advantage Logistics SERF OSHA recordable frequency rate along with that of the Bureau of Labor Statistics yearly averages for our industry.

Prior to beginning the CAM Program, the OSHA recordable frequency rates were well above that of the BLS standard but as shown by the above graphs, once the programs were initiated the OSHA-R rates dropped below the standard .

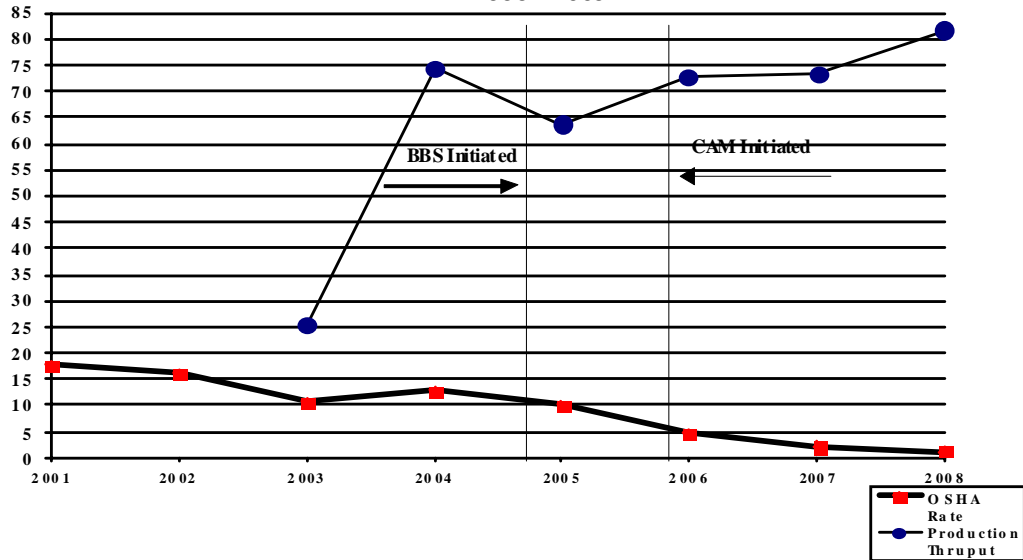
SERF Total Incurred Costs Cost per Labor Hour Worked (cents) 1998-2008



Total incurred costs include medical, indemnity, and expense associated with claims occurring in the respective year. Costs are valued as of 12/31 of the respective year. Values are shown as cents/labor hour.

This graph depicts the total incurred costs including medical, indemnity and expense associated with claims occurring in the respective year. Costs are valued as of 12/31 of the respective year; values are shown as cents/labor hour. With the implementation of our BBS/CAM Program, our claims associated with injuries declined along with our costs.

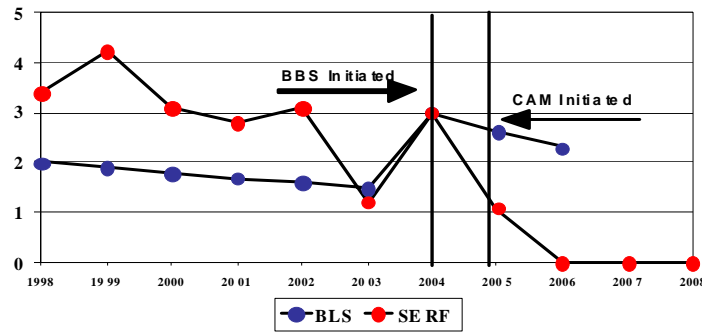
**ADVANTAGE LOGISTICS SERF
Annual OSHA Recordable Frequency Rate
Compared To Thruput Rate
1998 - 2008**



* OSHA Rate = # of injuries that meet OSHA Recordability requirements per 100 associates (200,000 Labor Hours)
 * Production Thruput = # of outbound cases per hour divided by number of production hours

The improvement in the safety data displayed along with the steady increase in production was noted after the implementation of the PBBS/CAM Program. It is believed by warehouse associates as well as management that the program is partially responsible for the marked improvement. What the graphs do not display, is the camaraderie and satisfaction of the associates in achieving these goals.

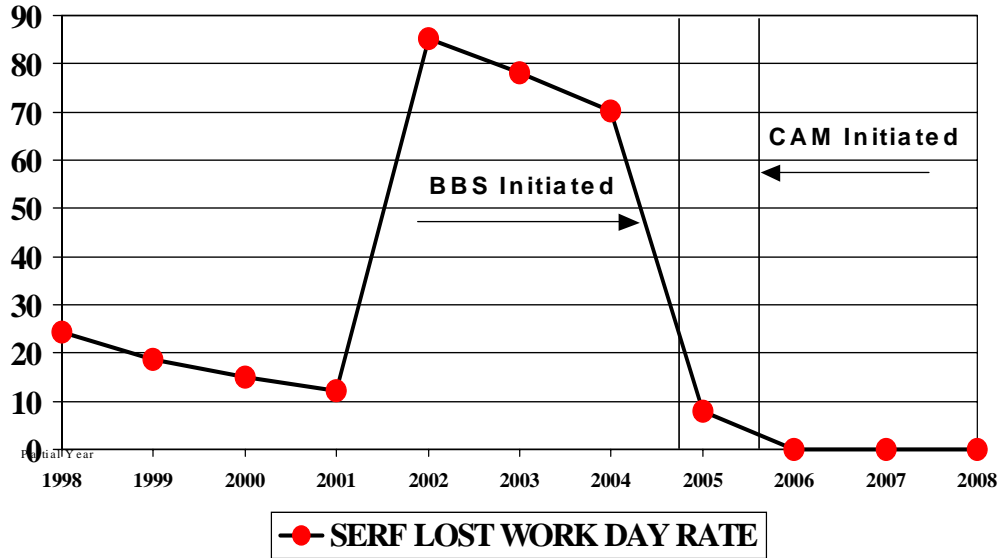
Advantage Logistics SERF Disabling Injury Frequency Rate 1998 - 2008



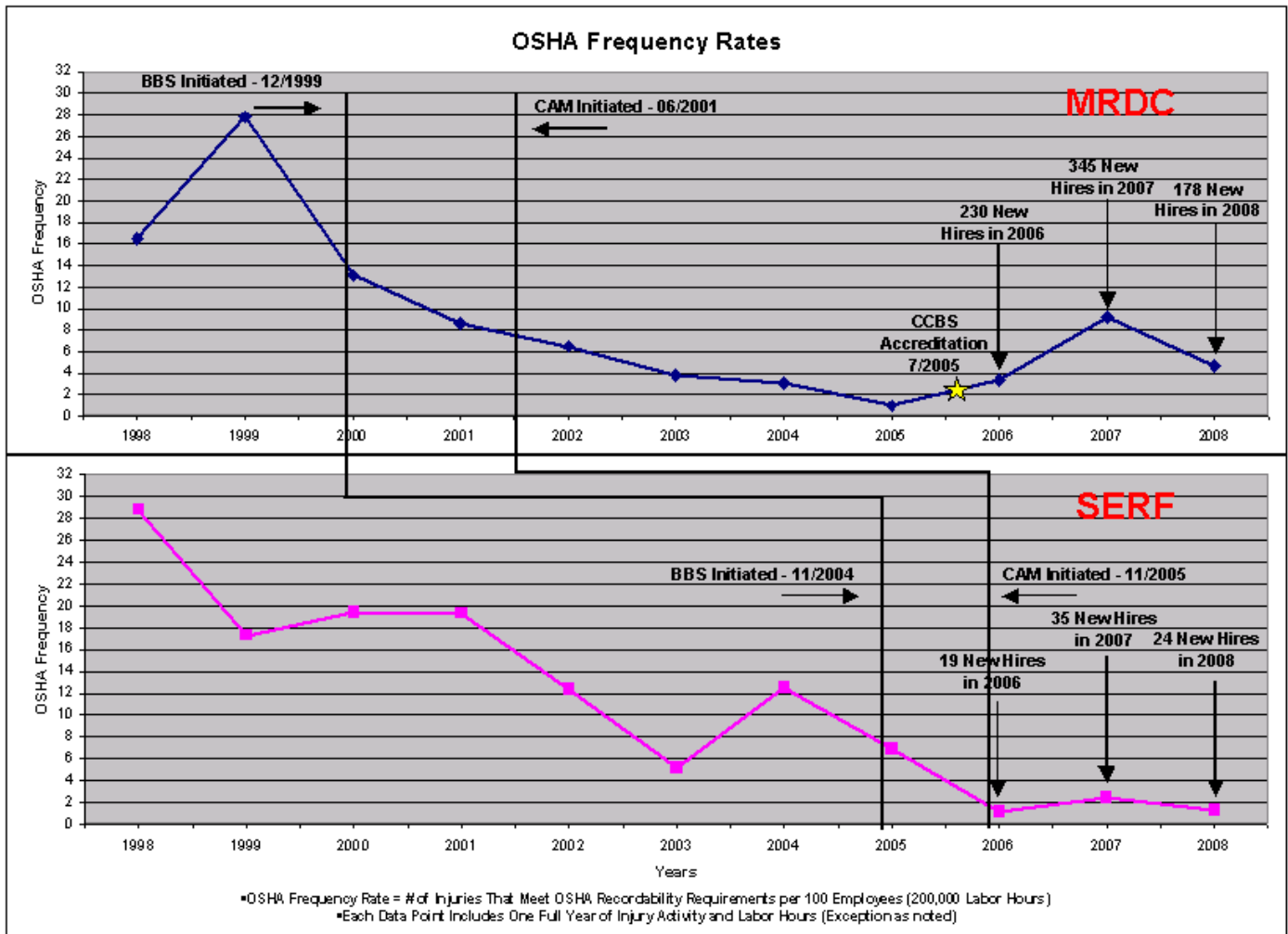
- Vertical axis – Number of Disabling injuries resulting in days away from work /200,000 labor hours

The graph above shows the disabling injury frequency rate for SERF. Advantage Logistics' (SERF) disability injury frequency rate corresponds with the decrease of the OSHA recordable frequency rates after the initiation of our BBS/CAM Program. At this time, Advantage Logistics (SERF) has not had a lost time injury in 1,565 days.

Advantage Logistics SERF Lost Work Day Rate 1998-2008



- Vertical axis – Number of lost work days x 200,000 divided by number of actual labor hours



The charts above depict the correlation of success between the Midwest Regional Distribution Center (MRDC) and Advantage Logistics (SERF). The connection line from the MRDC chart to SERF data near the end of 2005 represents the implementation of the CAM process based on the processes implemented after the SERF management team attended the MRDC site visit.

While SERF was already enjoying the benefits of a reduction in OSHA reportable injuries with their informal BBS process, the focus placed on the implementation of CAM based on MRDC processes brought and allowed the division continued and sustained safety results. The informal BBS process did not engage the associates in all aspects of the program. The increased focus on job observations and social positive reinforcement created a culture fostering associate engagement and increased workforce participation in the process.

To further support the validation of a culture change that engaged the hourly workforce in the CAM process, comparison can be made between two assessments that have been done at SERF. In November of 2006, a member of the SUPERVALU Corporate CAM Integration Team visited SERF and assessed the culture. This assessment included small group meetings with all of the



hourly associates with no members of management present. It also included spending time in the warehouse observing behaviors and tagging along with observers. During that assessment, it was clear that the SERF team had put processes in place to mimic the MRDC CAM process, but further work was necessary to engage the hourly workforce and make their gains sustainable. The SERF team was given recommendations to improve in various areas.

In April of 2009, members of the Corporate CAM Integration Team again went to SERF to assess the culture. This assessment included the entire SERF team completing a behavioral based survey to provide data on each team member's thought on the culture and the CAM process. The results of the survey indicated strong positive changes in the hourly team's view of the CAM process. (See Appendix M, Behavioral Based Survey Form and Appendix N, Itemized Analysis of BB Survey Data).

The on site assessment confirmed the survey data with hourly members in the group meetings showing pride in their CAM process, having full knowledge of the process, and realizing that it had changed the culture of their facility and increased teamwork between the management and hourly team. Some associates speak of how their safety behaviors have spread into their personal lives outside of work. It was clear that the hourly associates had not only accepted the CAM process but had also taken personal ownership over the process. A family like atmosphere had developed with associates caring for the safety of their co-workers.

The team bonded not only in the workplace, but also to help their community and those less fortunate than themselves. Even during these tough economic times, the associates of Advantage Logistics Southeast Regional Facility (SERF) pledged \$6,481.12 during the 2007/2008 United Way Campaign; this was up 60.5% from the previous year and received the "Honor Award" at the yearly luncheon. Associates also raised and donated \$5,302.08 to the 2008 Relay for Life (American Cancer Society); our first year at this endeavor. This year, we were able to raise over \$9500.00 for the Relay for Life fund raising campaign. Associates engage in these activities during their personal time as a team to make a difference for others.

The SERF success validates that the CAM process can be replicated into other facilities. The ability to replicate the CAM process presents SUPERVALU with a remarkable opportunity to improve workplace culture and enjoy considerable savings throughout the Corporation.

APPENDIX LIST

- A New Associate Orientation Sheet
- B Associate Annual Training
- C Associate Injury Analysis Summary
- D Cam Observation Data Sheet
- E1 CAM Sample Feedback Chart
- E2 CAM Sample Feedback Graph
- F Minor Injury/Near Miss/Incident Log
- G Supervisor Annual Training
- H Injury/Near Miss/Incident Investigation Evaluation
- I First Aid Injury Charts
- J Preliminary Observation Data Results
- K CAM Call for Volunteers
- L Integration Plan
- M Behavioral Based Survey Form
- N Itemized Analysis of BB Survey

Appendix A

NEW ASSOCIATE ORIENTATION ACKNOWLEDGMENT

HR Manager – Welcome	True Costs of Injuries
❖ Badges	❖ Direct and Hidden
❖ Introductions	❖ Effect on profits, efficiency, and growth
❖ I-9 and W-4 paperwork	❖ Personal loss
❖ Company history video	
❖ Attendance	
❖ Work Rules	Emergency Procedures
❖ Pay	❖ Fire
❖ Miscellaneous Forms	❖ Alarm
❖ ID Card and Parking decals	❖ Notification procedures
	❖ Exiting
Risk Control Manager	❖ Assemble
Injury Prevention	❖ Severe Weather
❖ Safety Policy	❖ Bomb Threat
❖ General Health and Safety Rules	❖ Warehouse Security
❖ Physical Fitness	❖ Prosecution Policy
❖ Review of required lifting techniques	
❖ Lifting and unnecessary bending	
❖ Excessive exertion or force	Inventory Control
❖ Over extension	❖ Ergonomics Video
❖ Reaching over/across	❖ Slotting
❖ Reaching above head	❖ Damage
❖ Twisting/Turning	
❖ Use of Case Hooks	OSHA
❖ Pre-work Stretch Program	❖ Introduction to Hazard Communication
❖ Conveyor Safety Video	❖ Blood borne pathogens Video
❖ Personal Protective Equipment	❖ Lockout Tagout
❖ Safety Glasses	❖ Hot Work Permit
❖ Safety Gloves	❖ Drug Free Work Place
❖ Job Safety Analysis	
❖ Safe Work Practices	
❖ Discipline Guidelines for Safety Violators	
❖ Fork lift Safety Video- Drug Screen Incidents	
❖ CAM	
Injury Reporting	
❖ Report Injuries/Incidents immediately	
❖ Return to Work Evaluation	
❖ Occupational Clinic	
❖ Drug Screen-damage/ incidents	
❖ Workers Compensation	
❖ Contact Loss Prevention	
❖ Corrective Action	
❖ Repeater Program	
❖ First aid kits – Location of eyewash stations	
NOTE:	
ADVANTAGE LOGISTICS is a drug-free employer. We reserve the right to test for the use of controlled substance(s). Any associate who tests positive for a controlled substance is subject to termination.	Associate Signature: _____
	Date: _____
	Instructor Signature: _____
	Date: _____

Appendix B

2008 Annual Refresher Training	C.M.	M.P.	T.F.
<i>Supervisor to Associate Training</i>			
Back Injury -- 1 st Quarter		07/30/08	07/14/08
Back Injury -- 2 nd Quarter		09/19/08	09/18/08
Back Injury -- 3 rd Quarter			
Back Injury -- 4 th Quarter	02/07/08	02/06/08	02/06/08
Bloodborne Pathogens		11/13/08	03/30/08
Conveyor Safety		03/20/08	11/09/08
Critical Activities Management			
Discipline Policy			11/14/08
Emergency Procedures		01/22/08	
Associates Rights to Know		06/25/08	
Ergonomics		05/27/08	05/18/08
General Health & Safety Rules	03/27/08	04/01/08	02/18/08
General Housekeeping	03/27/08	03/28/08	02/10/08
Hazard Communication	02/07/08	02/22/08	02/04/08
Job Safety Analysis		07/15/08	07/31/08
Personal Protective Equipment		05/20/08	05/23/08 07/14/08
Preferred Methods			
Proper use of Fire Extinguishers	05/12/08	04/17/08	03/19/08
Safety Cutting Training		06/11/08	11/10/08
Slips, Trips & Falls		08/15/08	08/22/08
Stress Management		09/02/08	09/02/08
TAW Program			10/31/08

Appendix C

Sample Injury Analysis Fiscal Year 2009

PERIOD 1	OSHA: Our rate is at 1.3, no injuries in period 1. DIFR: Frequency rate is still at 0.0; no disabling injury this period. LOST WORKDAY: Severity is at 0.0; there were no lost work days during this period
PERIOD 2	OSHA: Our rate is at 1.1; no injuries in period 2 DIFR: Frequency rate is still at 0.0; no disabling injury this period. LOST WORKDAY: Severity is at 0.0; there were no lost work days during this period.
PERIOD 3	OSHA: Our rate is at 1.2; there were no injuries in period 3 DIFR: Frequency rate is still at 0.0; no disabling injury this period. LOST WORKDAY: Severity is at 0.0; there were no lost work days this period.
PERIOD 4	OSHA: OSHA rate is at 1.2; no injuries during period 4 DIFR: Frequency rate is 0.0; no disabling injuries this period LOST WORKDAY: Severity is at 0.0; no lost work days this period
PERIOD 5	OSHA: OSHA rate is at 1.2; no injuries during period 5 DIFR: Frequency rate is 0.0; no disabling injuries this period LOST WORKDAY: Severity is at 0.0; no lost work days this period
PERIOD 6	OSHA: OSHA rate is at 1.2; no injuries during period 6 DIFR: Frequency rate is 0.0; no disabling injuries this period LOST WORKDAY: Severity is at 0.0; no lost work days this period
PERIOD 7	OSHA: OSHA rates is at 1.2; no injuries during period 7 DIFR: Frequency rates is 0.0; no disabling injuries this period LOST WORKDAY: Severity is at 0.0; no lost work days this period



Appendix D

CAM Observation Data Sheet

				Advantage Logistics		SCORE: _____		
						COACH TEAM MEMBERS		
OBSERVER'S NAME:								
DATE: FROM:				TO:				
EACH CRITICAL ACITIVITY LISTED BELOW SHOULD HAVE: 10 PER WEEK FOR SUPERVISORS (40 TOTAL); 15 TOTAL FOR CAM LEADERS								
BEHAVIORS		SAFE		TOTAL	#UNSAFE	TOTAL		
1. Uses case hooks to select when necessary								
2. Proper stacking & staging of pallets								
3. Lift drivers: stop, look & blow horn at the end of each module & any blind spots								
4. Walking in the walkway								
** Observation note: Please use the following abbreviations where unsafe observations are occurring in the warehouse.								
VERIFIED	F= Forklift	H=Replenishment	D=Shipping	P=PTL	C=Clerical	Ma=Maintenance	VERIFIED	
		R=Receiving	S= SMG	T=Tobacco	Sa=Sanitation	I=Inventory Control		
	POSITIVE REINFORCEMENT LIST							
	POSITIVE REINFORCEMENT CONTACTS PER WEEK: Supervisors -- 10 (Include all team members); CAM Leaders -- 5 (Include one team member)							
	Name		Number		Name			Number
1						6		
2						7		
3						8		
4						9		
5						10		
COMMENTS:								

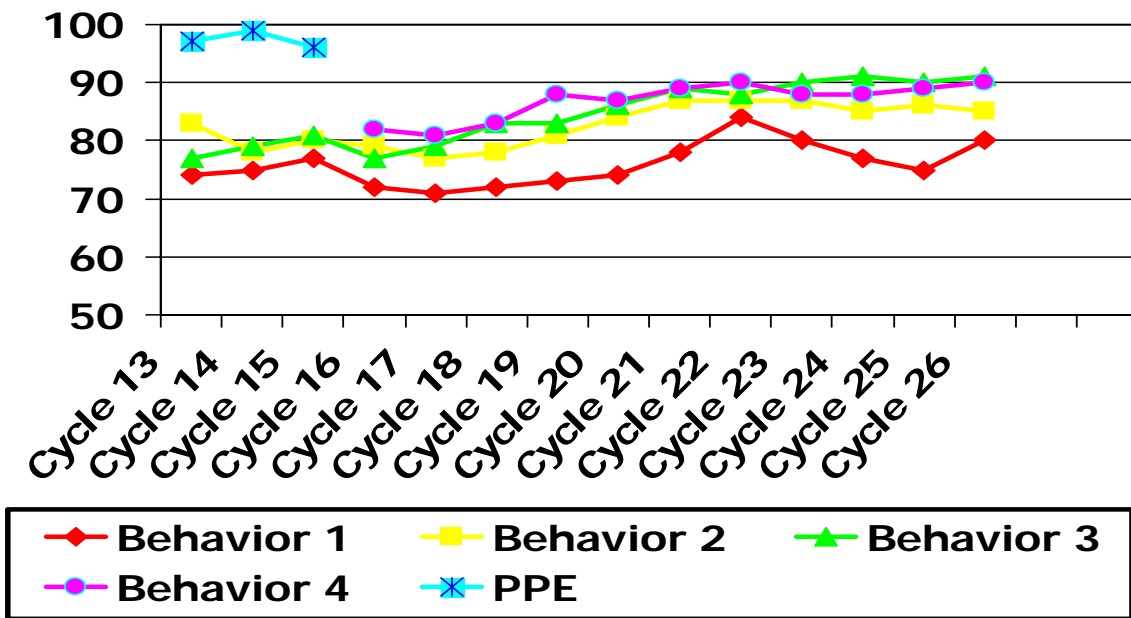
Appendix E-1

WEEKLY SCORES				
Week Ending	Use Case Hooks	Stacking / Staging Pallets	Lifts: Stop, Look & Blow	Walking in Walkway
21-Feb-09	75%	84%	89%	84%
28-Feb-09	85%	91%	96%	96%
7-Mar-09	75%	83%	90%	85%
14-Mar-09	85%	90%	94%	93%
21-Mar-09	77%	83%	88%	88%
28-Mar-09	80%	77%	89%	91%
Cycle 26	80%	85%	91%	90%

Feedback data sheet sample
sharing with associates the percentage of
safe behaviors

Appendix E-2

SERF Critical Activities Management New Criteria.....



- 1. 75% -- Use of Case Hooks
 - 2. 86% -- Stacking / Staging of Pallets
 - 3. 90% -- Forklifts: Stop, Look and Sound Horn
 - 4. 89% -- Walking In Walkway
- PPE – Goal Achieved..... 18 Weeks at +90%

Feedback data graph sample
sharing with associates the percentage of
safe behaviors for a six (6) week cycle

Appendix F

Advantage Logistics SERF - - - 2008 Minor Incident/Injury Log

DATE	Occupation	Discipline Equipment Fire Injury Liability Property Sprinkler Repair/Other								Type Injury	Comments
		X									
1/13/2008	Replenisher/Lift Driver	X						X		none	5 Cases peanut butter slid off the back of a pallet double stacked; cost \$189.90
01/18/087	Loader/Palletizer							X		none	Loading pallets and lift went through trailer floor
1/24/2008	Inventory Control	X			X					Bruised left arm	Product and pallet fell from lift forks, pinning and bruising left arm; no cost
2/4/2008	Inventory Control	X						X		none	Backed lift into Loop 1 causing damage; loop to be replaced by down lane & not repaired
2/19/2008	Loader/Palletizer	X						X		none	Moving non-conveyable stand, fell over; damaged 1 bag rice, 1 case jelly
2/24/08	Spotter				X					Strained back muscle	While picking up totes from return trailer, felt sharp pain below shoulder blade
2/28/08	Forklift Operator							X		None	Caught display pallet on side bar of 5th level; some of cost can be recouped
3/6/08	Spotter	X						X		None	Repair cost; Ran into guard rail with stack of pallets
3/9/08	Sorter Operator				X					Hurt hand	Case of canned goods fell from sorter station ramp, employee tried to catch
3/11/08	Forklift Operator							X		None	Backed into concrete pole; minimal damage
3/11/08	Palletizer								X	None	Tripped on some tape; no damage, no injury
3/31/08	Selector	X						X		None	Pushed 3 cases from module
4/29/08	Forklift Operator	X						X		None	Backed into concrete pole; minimal damage
5/1/08	Inventory Control	X	X							None	Damaged Telzon Unit; cost of new unit
5/9/08	Maintenance		X							None	Dented charging unit with forks from lift
5/11/08	SMG				X					Bruise	Dropped pallet onto right foot; returned to work and completed day
5/13/08	Sanitation		X					X	X	None	Drove into pole; scraped paint on pole, no other damage
5/20/08	Inventory Control							X		None	Pushed 12 cases lemon juice from racking
6/18/08	Warehouse Worker		X							None	Ran into rear of non-conveyable; no damage, no injury
6/24/08	Maintenance	X								None	Started conveyer while another employee was still on it; lock out/tag out violation
7/4/08	Loader	X	X					X		None	Drove pit of mail boxes into a dock door instead of backing up; no damage to the product, maintenance repaired door for minimal cost
7/4/08	Product							X		None	5 pits fell from level 8 slot; bottom cases of noodles collapsed
7/10/08	Spotter	X	X					X		None	Spotter struck another car with tractor/trailer turning into Roberts Drive
7/13/08	Spotter		X							None	Scanner fell from forklift, unobserved and was run over
8/3/08	Spotter	X	X							None	Airline not unhook; snapped back and broke rear window of yard mule
8/7/08	Spotter								X	None	Attempted to remove pallets from rear of trailer w/o dock plate due to no room
8/19/08	Inventory Control							X		None	Did not lower forks, struck conveyer; still in training
8/22/08	Forklift Operator				X				X	Neck & ShouldersMuscle	Throwing cases on 3rd level; woke up Saturday AM with pain
8/26/2008	Spotter							X		None	Pulling empty pallets from 3rd level, caught pallet of Scope; damage 15 case
9/8/2008	Inventory Control		X						X	None	Slides pulled from forks when did not clear rack; most already broken
9/17/2008	Replenisher				X				X	Back Strain	Placed product on top shelf and felt twinge in back
9/19/2008	Spotter	X	X				X			None	Damaged to trailer when 5th wheel did not latch properly
9/19/2008	Loader		X					X		None	After photographing the load, dropped and broke camera
9/30/2008	Forklift Operator							X		None	Broke light when moving without lowering forks first
10/5/2008	SMG Selector				X					Scrape & Bruise on calf	Pallet dropped on back of Clerks leg causing bruise and scratch
10/21/2008	Maintenance				X					Scraped Arm	Slipped from scissor lift step
10/30/2008	Spotter								X	None	Product mis-loaded on trailer that was being pulled
10/30/2008	Spotter		X					X		None	Backed trailer into dock with door unlatched
11/2/2008	Spotter		X					X		None	Ran forklift into leg brace/bracket in Lane 10
11/4/2008	Forklift Operator							X		None	Pulled pallet from slot; no damage to product
11/14/2008	PTL/GM Selector				X					Strained left Shoulder	Strained left shoulder picking 191 cases, each weighing +23#
11/16/2008	Selector				X					Strained left shoulder Blade	Strained under left shoulder blade when case of apple juice became unbalanced
11/28/2008	Forklift Operator	X	X							None	Damaged computer screen on forklift
12/19/2008	Spotter							X		None	Got tractor stuck in mud; damage to yard only
12/21/2008	Palletizer							X		None	Pushed pallet of 19 boxes of crackers from level four; no damage to product

Appendix G

Advantage Logistics SERF --- 2008 Management and Supervisors Training	Instructor	Training Date	R.C.	J.D.	S.D.	C.M.	T.F.	D.G.	S.M.	M.P.	G.W.
Accident Investigation Analysis - Near Miss	J.D.	02/11/08	X	X	X		X	X		X	
Contingency Planning - Emergency Procedures											
Cost Efficiency - Consequences of Accidents											
Critical Activities Management	J.D.	10/30/08	X	X	X	X	X	X		X	X
Ergonomics -											
FDA Inspection	J.D.	09/25/07		X	X		X	X		X	
FISA Audit	J.D.	10/09/08	X	X		X	X	X			
Frequency Severity Rates											
Front Line Leadership Training	R.C.	02/01/08					X			X	
General Health and Safety Rules											
Goals and Objectives											
Hazard Communication - MSDS Sheets											
Here Comes OSHA - What To Do											
Job Demand Profile	J.D.	04/22/08	X	X	X		X	X		X	
Job Observations											
Job Safety Analysis (JSA)											
LCME Overview											
Orientation	J.D.					X	X	X		X	
OSHA - What to do	J.D.	09/25/07		X	X		X	X		X	
OSHA - NIOSH Update	S.D.	On-Going		X	X		X	X		X	
Planned Inspections - Good Housekeeping											
Repeater Program	J.D.	02/29/08	X	X	X		X	X	X	X	X
Risk Control Action Plan (Goals and Objectives)											
Safety Appraisals											
TAD - Temporary Alternate Duty											
Valve Closure Procedures - Power Failure											
Workmans' Compensation	J.D.	09/25/07		X	X		X	X		X	
Year End Loss Experience Summary	J.D.	04/04/07	X	X	X		X	X	X	X	X

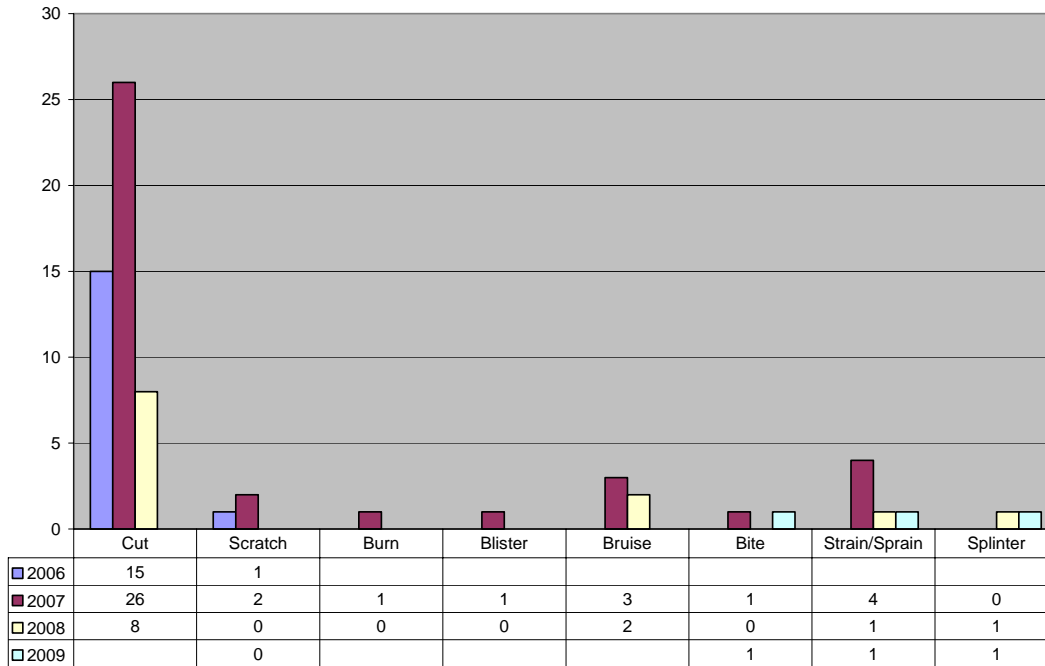
Appendix H

Advantage Logistics SERF -- 2008 Investigation Accuracy Grading Report Data

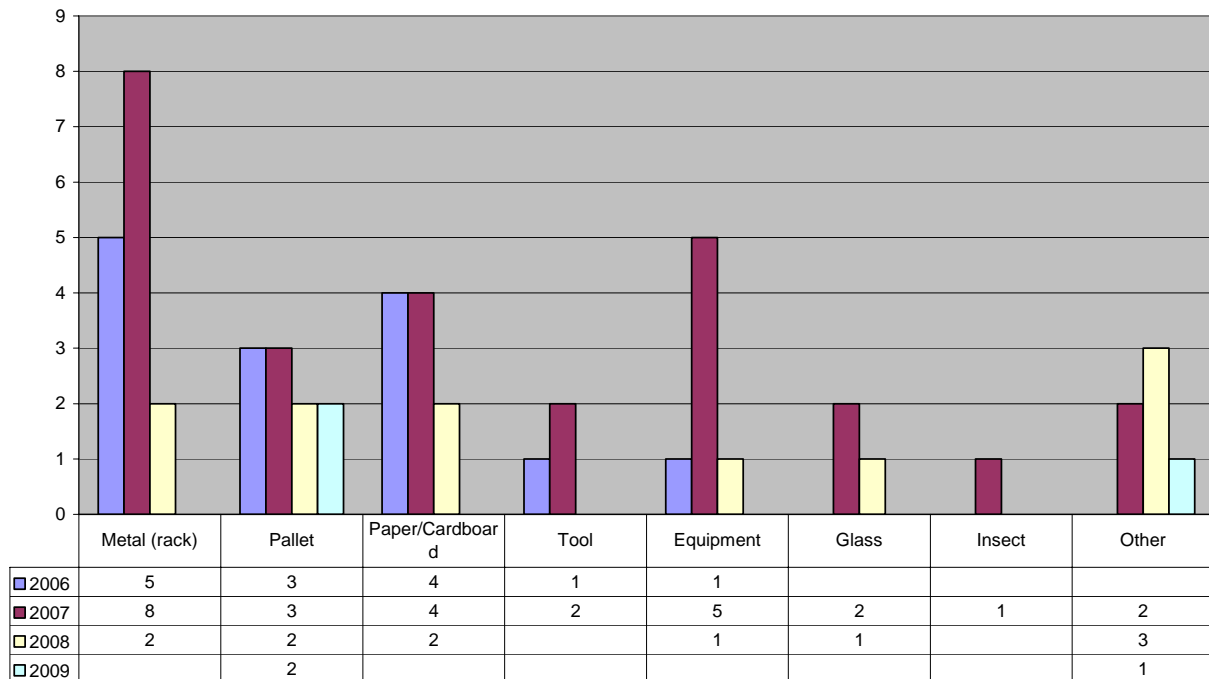
Date:	J.D.	S.D.	T.F.	D.G.	M.P.
13-Jan-08					92.0%
18-Jan-08			85.0%		
24-Jan-08					
28-Jan-08					
4-Feb-08				94.0%	
19-Feb-08			90.0%		
22-Feb-08					
24-Feb-08			90.0%		
28-Feb-08				92.0%	
6-Mar-08			90.0%		
9-Mar-08			90.0%		
11-Mar-08				92.0%	
11-Mar-08			85.0%		
31-Mar-08		92.0%			
29-Apr-08					
1-May-08					
9-May-08					
11-May-08				92.0%	
13-May-08	90.0%				
20-May-08				92.0%	
18-Jun-08					
24-Jun-08					92.0%
4-Jul-08		90.0%	85.0%		
13-Jul-08			82.0%		
3-Aug-08			85.0%		
7-Aug-08			80.0%		
19-Aug-08		90.0%			
22-Aug-08				92.0%	
26-Aug-08			78.0%		
17-Sep-08					92.0%
19-Sep-08			78.0%		
19-Sep-08			85.0%		
30-Sep-08			70.0%		
5-Oct-08					82.0%
21-Oct-08					85.0%
30-Oct-08			85.0%		
30-Oct-08			88.0%		
11/02/08`			80.0%		
4-Nov-08				92.0%	
14-Nov-08					92.0%
16-Nov-08				90.0%	
19-Dec-08			80.0%		
21-Dec-08					82.0%
AVERAGE:	90.00%	90.67%	83.67%	92.00%	88.14%

Appendix I

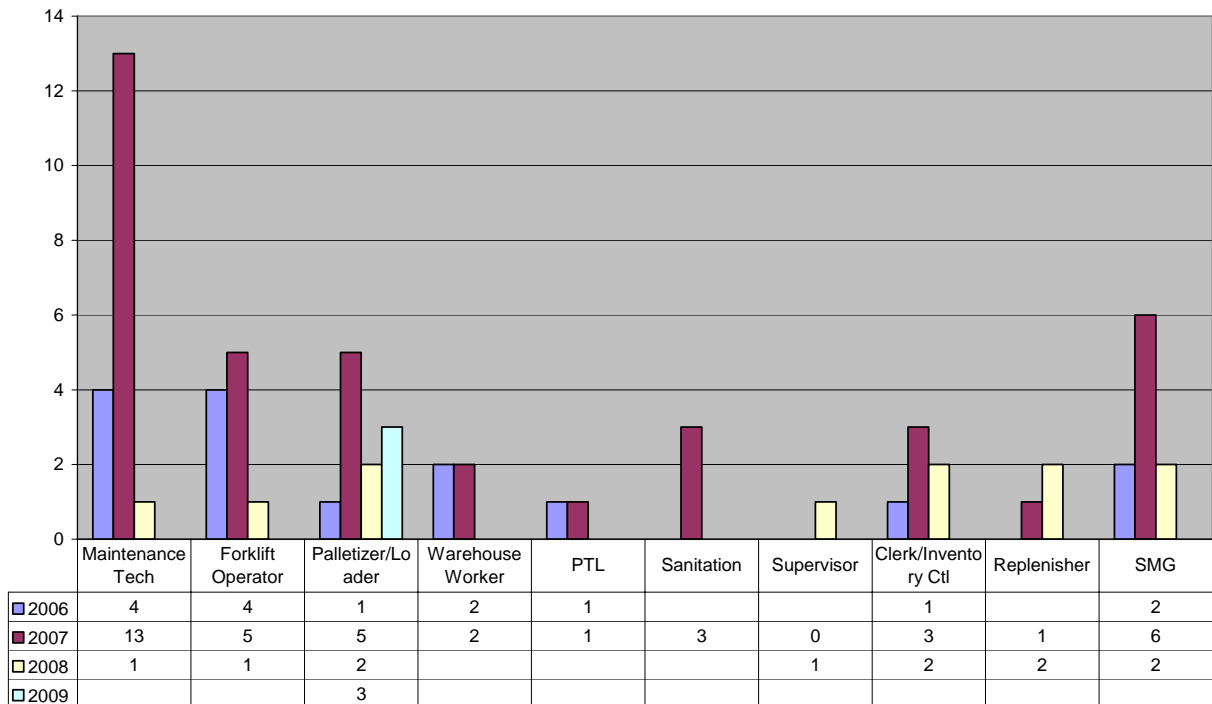
**Advantage Logistics SERF
First Aid / Injury Analysis
by Type 2006 - 2009**



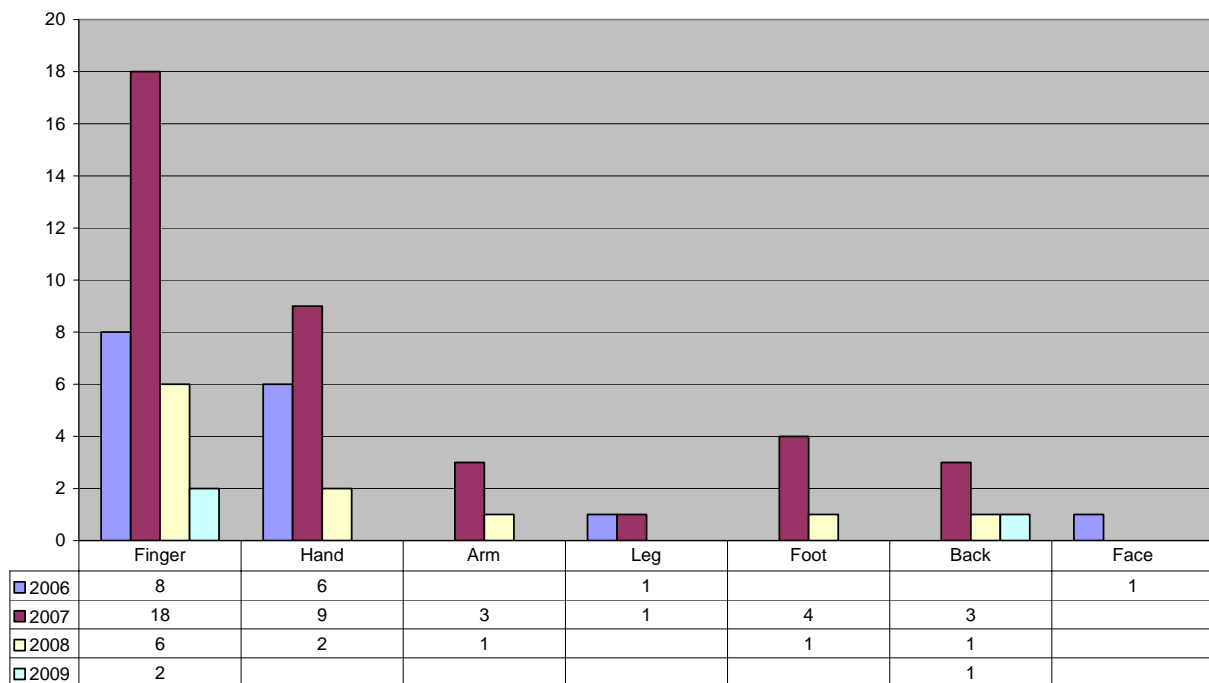
**Advantage Logistics SERF
First Aid / Injury Analysis
by Cause 2006 - 2009**



**Advantage Logistics SERF
First Aid / Injury Analysis
by Job Title 2006 - 2009**

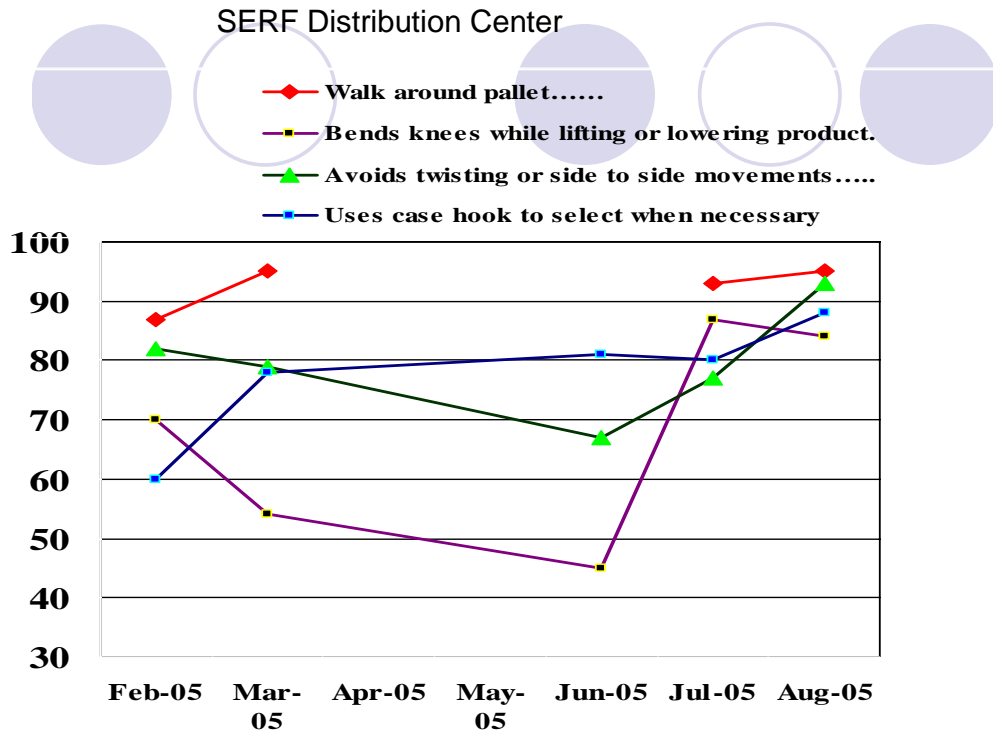


**Advantage Logistics SERF
First Aid / Injury Analysis
by Body Part 2006 - 2009**



Appendix J

Preliminary Observation Data Results



Percentage of safe observations for our first objectives
February 2005 thru August 2005

Appendix K

CAM

Critical Activities Management



From the desk of Joel Daniel

What is CAM? It is an alternative and improved methodology to identify critical activities and at-risk behaviors that precede associate injuries.

We need an associate volunteer from each department to participate on a CAM committee. This committee will meet every 6 weeks to: measure the results of the critical activities observations, analyze this information, and establish preventative measures to eliminate at-risk behavior.

Appendix L

Advantage Logistics SERF -- CAM Integration Plan -- January 2006

<u>OBJECTIVE</u>	<u>Responsibility</u>	<u>Target Date</u>
1) Management team to read Bringing Out The Best In People, and pass quiz	GM, Facilities/RCM, Whse Mgr, HR Mgr	Q1
2) Supervisors will complete the on-line course "Behavior Based Safety for Supervisors"	All Supervisors	Q2
3) Provide refresher training to supervisors and mgrs on modules; "Giving Recognition", Giving & Receiving Constructive Feedback", and "Coaching: Bringing Out The Best In Others" (This will have to be arranged through SE Region or Anniston DC)	Facilities/RCM	Q2
4) Articles related to BBS will be forwarded to the CAM Committee, supervisors, and management periodically.	Facilities/RCM	Q1
5) Supervisors will be required to perform 40 observations/wk, every week and the cards from the 6th week will be sent to HO for tabulating.	Whse Mgr	P 1
6) CAM Committee members will perform 40 observations in the 3rd and 6th weeks, with the 6th week data sent to HO along with the supervisor cards.	Facilities/RCM	P 2
7) Develop calendar showing the cycles throughout the year, and identifying the components of each cycle.	Facilities/RCM	P 2
8) Demonstrations will be made to the CAM Committee and the supervisors on the proper behaviors. This will ensure the observers are consistent in their observations.	Facilities/RCM	P 2
9) All documentation related to CAM activities will be placed in a binder; to include charts, graphs, meeting minutes, communications, etc.	Facilities/RCM	P 1
10) Baselines will be re-established on the current behaviors following the first round of observations by the CAM Committee.	Facilities/RCM	P 2
11) Interventions will be identified by the CAM Committee when data is reviewed each cycle.	CAM Comm Chair	P 2
12) CAM data will be reviewed with the employees each cycle during shift meetings.	Facilities/RCM	P 2
13) The Facilities/RCM & Whse Mgr will follow up with employees to ensure positive reinforcement is provided by the observers.	Facilities/RCM Whse Mgr	P 2
14) The status/overview of the CAM process will be presented to the workforce to communicate the renewed effort with the CAM process.	Facilities/RCM	P 2
15) Visit by Sandy Knott to SERF to work with Joel and the Committee.	Facilities/RCM	Q 1
16) Re-fresher training provided to the supervisor/mgr group and the CAM Committee.	Facilities/RCM	Q1-F'08

SAFETY CULTURE SURVEY - APPENDIX M

Please make sure to fill in the circles completely as answers will be tallied through a scanning process. Incomplete circles or miscellaneous stray marks may make your survey illegible.

1. About how many times a week do you receive feedback about any of your work behaviors?	More than 5 <input type="radio"/>	1 – 5 <input type="radio"/>	Less than 1 <input type="radio"/>
2. Who provides the feedback? (Check the response that best describes your thoughts)	My supervisor <input type="radio"/>	Another associate <input type="radio"/>	Both <input type="radio"/>
3. Do YOU provide feedback to other associates on their safety behaviors?	YES <input type="radio"/>	NO <input type="radio"/>	
**If you answered “yes”, how often do you provide feedback?	At least twice a week <input type="radio"/>	More than 3 times a week <input type="radio"/>	More than 5 times a week <input type="radio"/>
4. During “shift” meetings, are messages regarding safety routinely communicated? (Check the response that best describes your thoughts)	At most meetings <input type="radio"/>	Sometimes <input type="radio"/>	Not very often <input type="radio"/>
5. Since CAM began at SERF, overall safety has improved:	A lot <input type="radio"/>	Some <input type="radio"/>	Very little <input type="radio"/>
6. Since CAM began at SERF, the amount of positive reinforcement provided to associates has improved:	A lot <input type="radio"/>	Some <input type="radio"/>	Very little <input type="radio"/>
7. How much effort do managers and supervisors put into making SERF a safe place to work?	A lot <input type="radio"/>	Some <input type="radio"/>	Very little <input type="radio"/>
8. How good a job do the associates at SERF do in reporting minor safety incidents to managers or supervisors?	Very Good <input type="radio"/>	Good <input type="radio"/>	Poor <input type="radio"/>
9. How much effort do you put into making SERF a safe place to work?	A lot <input type="radio"/>	Some <input type="radio"/>	Very little <input type="radio"/>
10. How worthwhile do you think CAM is in making SERF a safe place to work?	Very worthwhile <input type="radio"/>	Somewhat worthwhile <input type="radio"/>	Of little value <input type="radio"/>

APPENDIX N

