DURA
A LYNN TILTON COMPANY

ProcessMAP

Aligning Strategy, Culture and Technology to Develop a Multi-year Roadmap for EHS Excellence

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Tina Duffy

VP of Product Management

Jessica Jannaman –

A Little Bit About Myself

- MS| Oakland University
- Lean Black Belt| Oakland University

10 YEARS	13 OEM Plants 43 Tier 1 Plants

- FCA| Stamping| Powertrain | Assembly
- Global Experience
- ASSP Past President
- Oakland University Adjunct Profession

Advanced Safety & Engineering	Auditing & Management Systems	Team Facilitator	Pre-Production Launch Activities

Facts and Figures

$1.4 BILLION SALES

*2018 DURA and GAS

9,400 EMPLOYEES

31 MANUFACTURING LOCATIONS

14 COUNTRIES

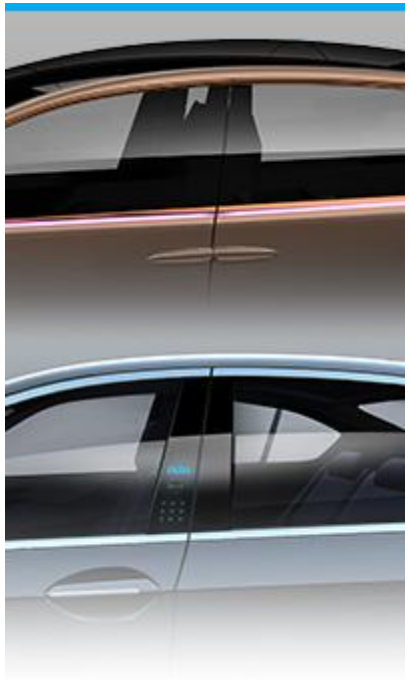
*Includes Tech Centers

DURA is inspired to play a significant role in the evolution of mobility. As vehicles transform to lightweight and electric architectures, our focus on disruptive technologies will enable superior performance and value creation.

DURA FIVE PILLARS OF TECHNOLOGY

Lightweight Structures

Amalgamated Mechatronics



Design Aesthetics

Advanced Mobility / ADAS

HMI & Infotainment

WHAT IS A STRATEGY?

How does your organization define a strategy?

Poll Question

What do you think is the NUMBER ONE factor that drives strategy for EHS in an organization?

A) COST

B) CULTURE

C) LEADERSHIP

D) EMPLOYEE ENGAGEMENT

E) NONE OF THE ABOVE

WHERE HAVE YOU SEEN STRATEGY FAIL?

WHAT SUCCESSES HAVE YOU SEEN WITH STRATEGY?

LET'S TAKE A STEP BACK

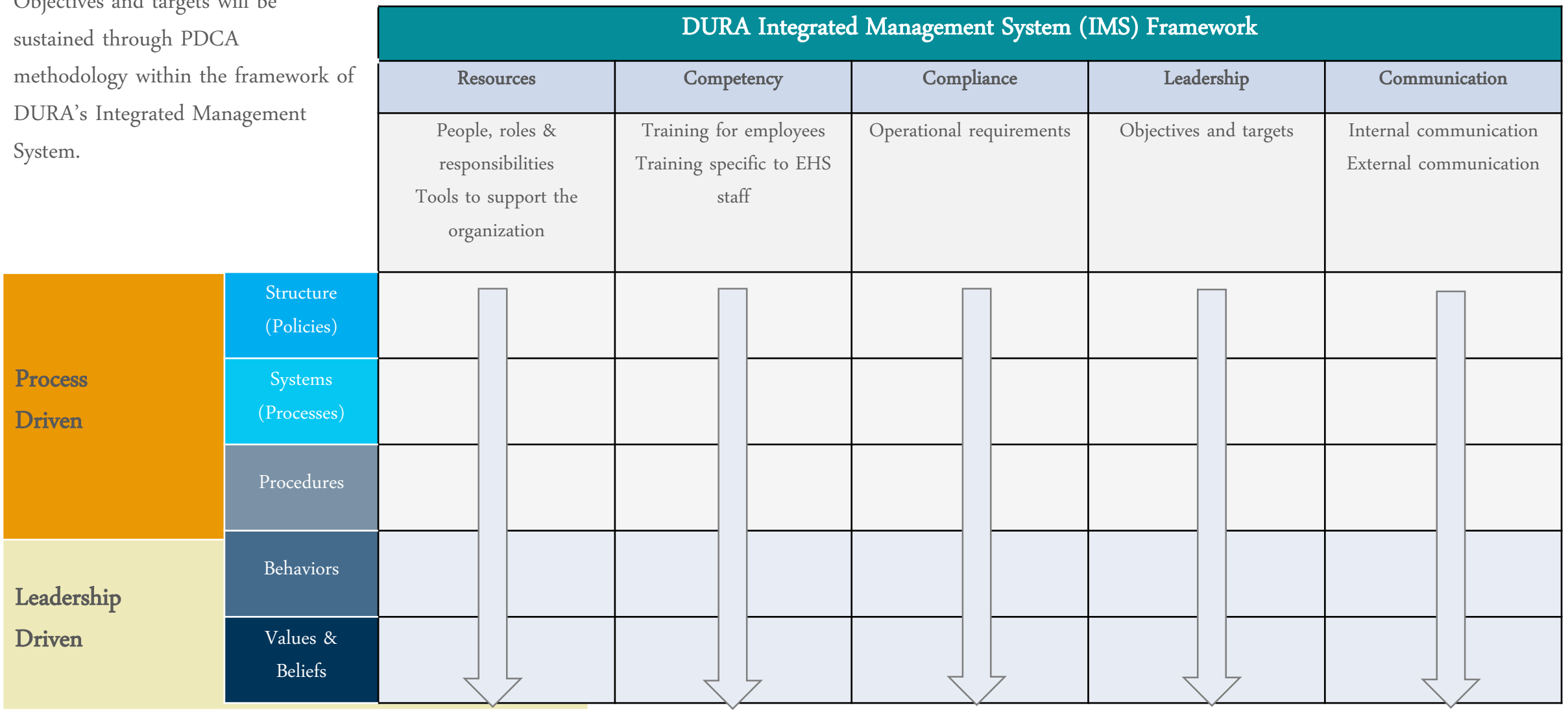
Where In The Organization Does Strategy Start & Who Does It Impact?

DESIGNED HERE

IMPACTED HERE

FRAMEWORK SUPPORTS OBJECTIVES & TARGETS

Objectives and targets will be sustained through PDCA methodology within the framework of DURA's Integrated Management System.



AT THE END OF THE DAY WHO IS IMPACTED?

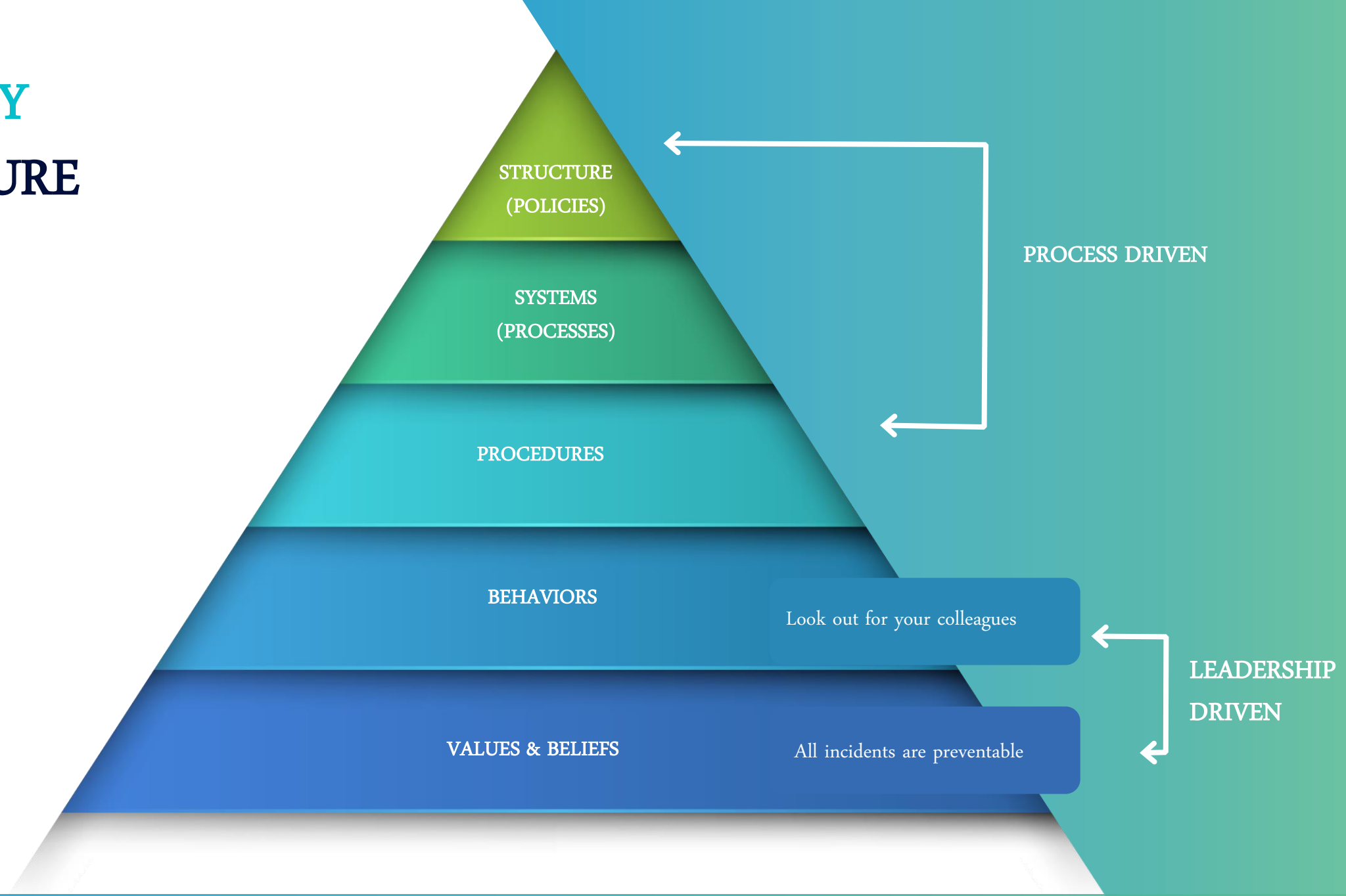
Regina King

6 Month Seniority

Bender and Packer

"She would like to be more involved in safety. To help employees to be more aware of safety, she thinks we should post safety concerns at each work cell. For example, post what are the specific concerns or post recent safety concerns similar to quality alerts."

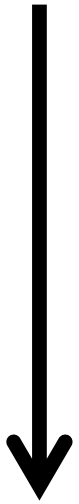
SAFETY CULTURE



GROWING A SAFETY CULTURE

ESTABLISHING A WORLD CLASS OPERATIONAL CULTURE

TRANSCENDING CULTURE



COMPLIANCE

- Policy
- Process
- Procedure

LEADERSHIP

- Driving Policy, Process & Procedure
- Holding Accountability For Themselves Others
- Influencing Culture
- Setting Expectations, Roles and Responsibilities

EMPLOYEE INVOLVEMENT

- Making Safety A Part of The Job Through Operational Excellence
- Training

EMPLOYEE ENGAGEMENT

- Involving Employees Through Teams
- Working Cross Functionally
- Safety Committees

COMMUNICATION

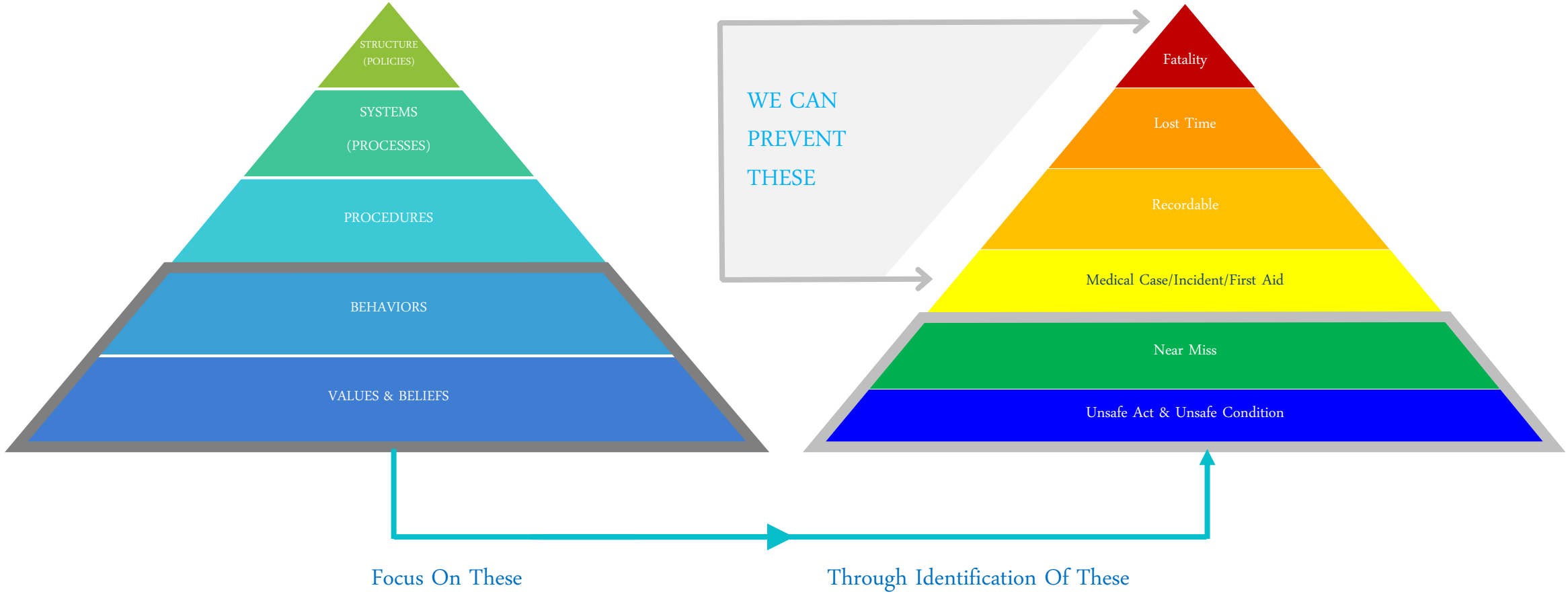
- Visual Indications
- Listening to Feedback and Establishing Trust
- Applying Best Practices and Lessons Learned

REWARDS & RECOGNITION

- Empowering Employees With Change
- Establishing Trust With Employees Through Acknowledgement
- Peer Role Models and Examples

HOW DO WE FOCUS ON ENGAGING EMPLOYEES?

As a Leadership team, we want to encourage employees to recognize, identify and communicate hazards so that they do not turn into incidents.



HOW IS THIS BUILT INTO STRATEGY?

- Define your scope for what you want to impact.
- Is it just a plant, a region or an entire organization?

SWOT ANALYSIS

STRENGTHS

Reflection on the positive attributes of the program

WEAKNESSES

What the program is lacking

OPPORTUNITIES

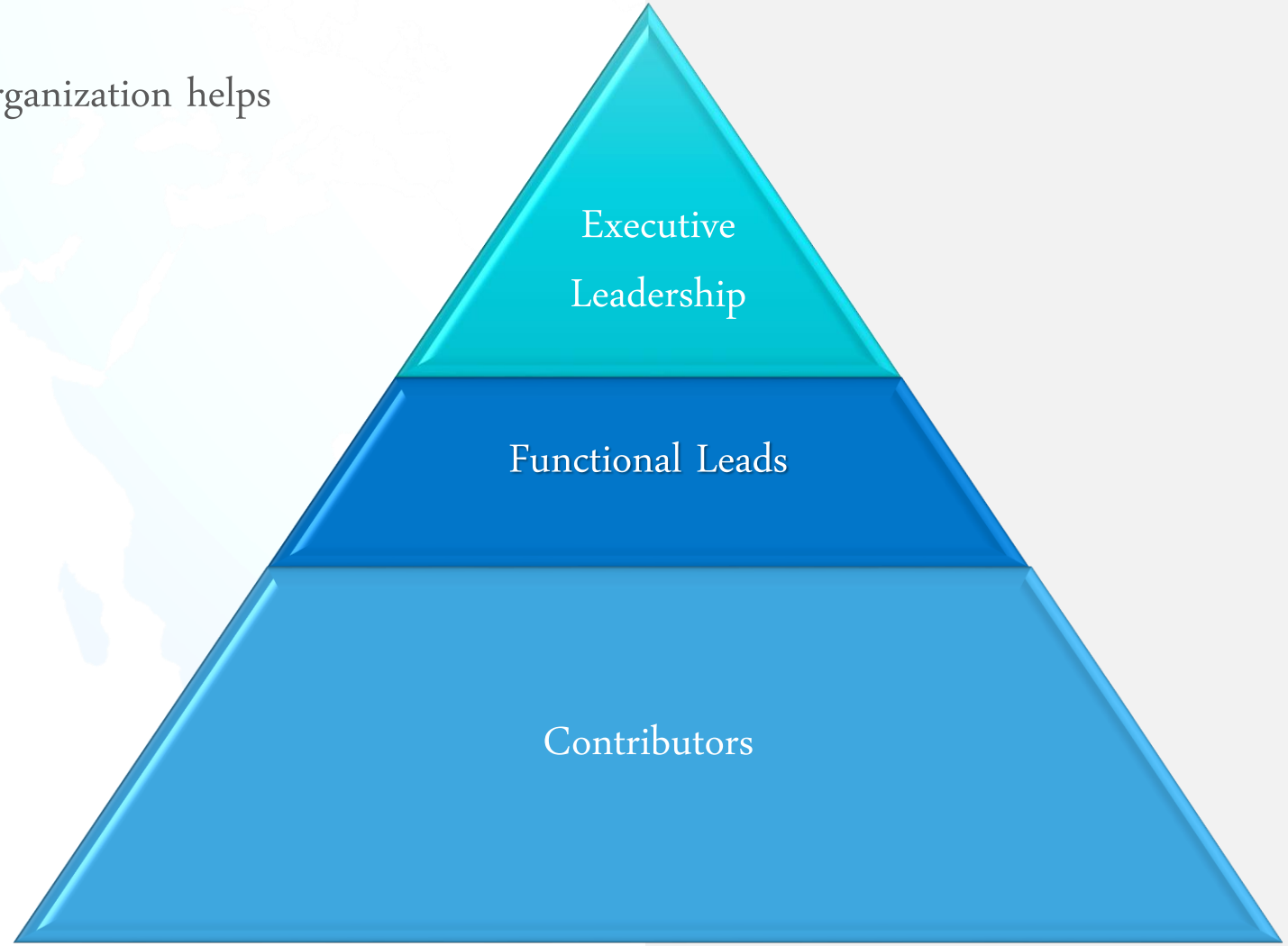
Where the program can improve

THREATS

What could drastically place the program at risk

SWOT LEVELS

- Conducting a SWOT at each level in the organization helps to identify different perspectives
- Creates buy-in to the plan moving forward
- Places a “reality-check” on the program and what is needed



WHAT TO EXPECT?

- Redundancies **WILL** occur.
- Conflict and resistance (especially when surveying large groups).
- Make sure to have patience and be persistent – not everyone is comfortable providing feedback while others will pour plenty of feedback.

SUMMARY OF SWOT ANALYSIS

Resources	Competency	Operational	Leadership	Communication	Check & Act
• Training program and platform • SDS online • Site support and Global support • Language support • Incident reporting tool • Assign EHS&E representatives in each area of plant • Hotline service • Monitoring system for laws and regulations (changing)	• SWPPP training • Training matrix • ISO 14001 training • First aid training Confined space training • Psychosocial Risk Factors NOM-035 training. • LOTO training • Arc flash training • Train the trainer programs • DOT	• PPE (steel toed shoes, glasses, sleeves and visitors require vests and most stringent PPE) • Safety Incentive program deployment • Lockout/Tagout program • Fire risk classification of 4/4 according to the NOM002 STPS. (Mexican regulation). • Hazardous materials program • Emergency response procedure • SWPPP program • Ergonomics program • Security at plants • Aging workforce program design • Standard for die wash and storage • Wellness program • Energy incentive program	• Kaizen integration of EHS&E • EHS and ELT integration • Merit tied to EHS	• Safety involvement and engagement of employees at multiple levels • Integration with CI • Environmental Dashboard • Visual Management • Process for response to incidents • Customer requirements to be defined and communicated • Communication plan needed at site level and Globally • Best practice communication • Incident communication • Read across plan needed • Management review process • Link Dura communications with EHS (TV's monitors, etc.) • Culture survey	• Internal auditing • Vendor prequalification • Auditing program and process • Procurement and design process for EHS • Strategy development • EHS involvement in hiring process Targets and metrics aligned • Risk assessment of current equipment • Design process for safety and incoming equipment • Plan for Capex spend • Facility & Assessments (review operations such as welding)

PRIORITIZE BASED UPON FREQUENCY AND NEED

- Cross reference overlap – if it's said more than once, it's a systemic issue.
- Look at the greatest risks from an EHS perspective.
- Gather the input of a cross functional group to help finalize priorities.
- Tie each initiative back to a management system.

ALIGN CULTURE, FEEDBACK & STRUCTURE

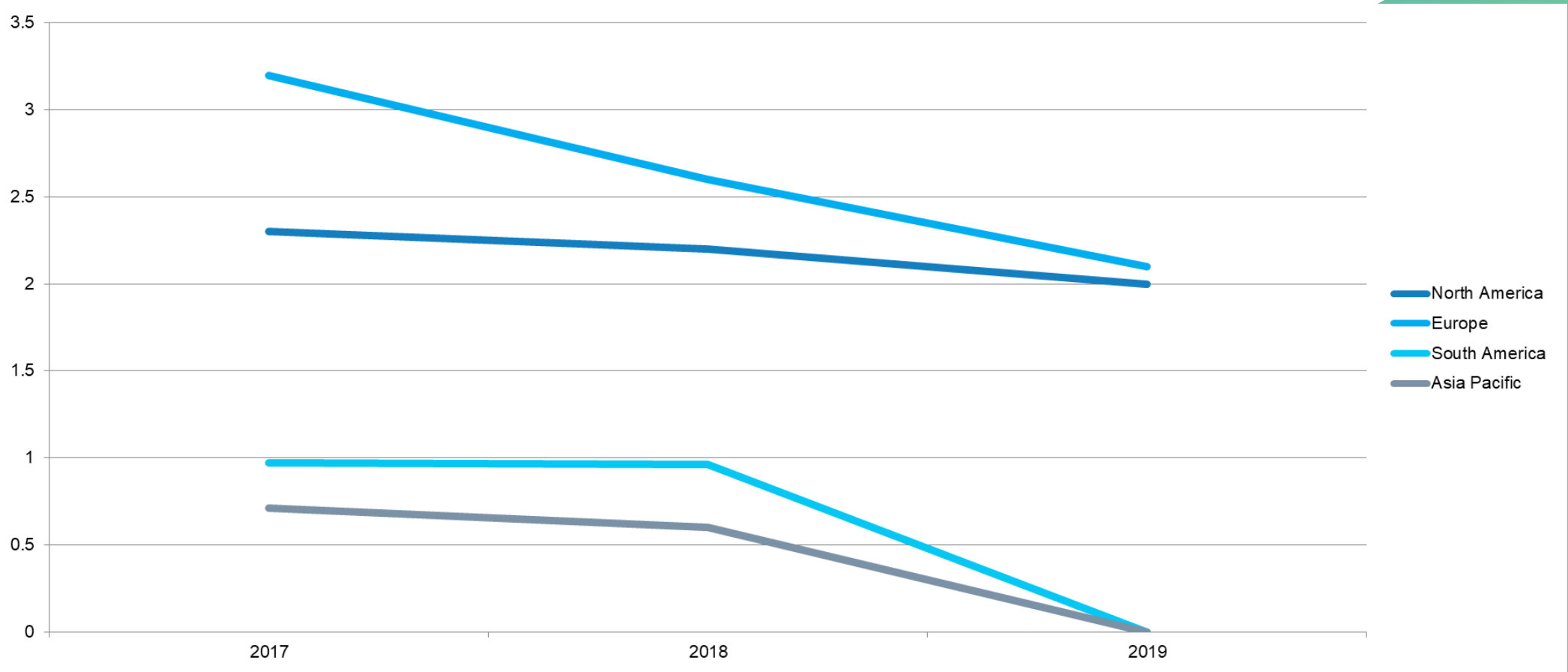
#	Each Initiative	Structure of System			
		Policy	Process	Procedure	Training
1	Develop a plan on to conduct EHS training by defining the how, who and the what.				
2	Management of incident information, environmental data and energy data.				
3	Define auditing strategy and management system for auditing.				
4	Employee engagement program				
5	AOE support				
6	Regulatory guidance and support				
7	Communication strategy				
8	Best practice support and read-across				
9	Operational processes and procedures				
10	Language support				
11	GSCM Partnership				
12	Safety Data Sheet software provider for uploading and management of SDS information.				
13	Incentive program for energy and environmental (External)				
14	Energy study				
15	Risk assessment program for current equipment				
16	Risk assessment program for future equipment				
17	Operational assessment by third party				
18	Wellness and ergonomics program				
19	Arc flash program				
20	Fall protection program				
21	Worker's compensation				
22	Lockout program				

SET SMART GOALS WITH COST

PROJECTION EXAMPLE

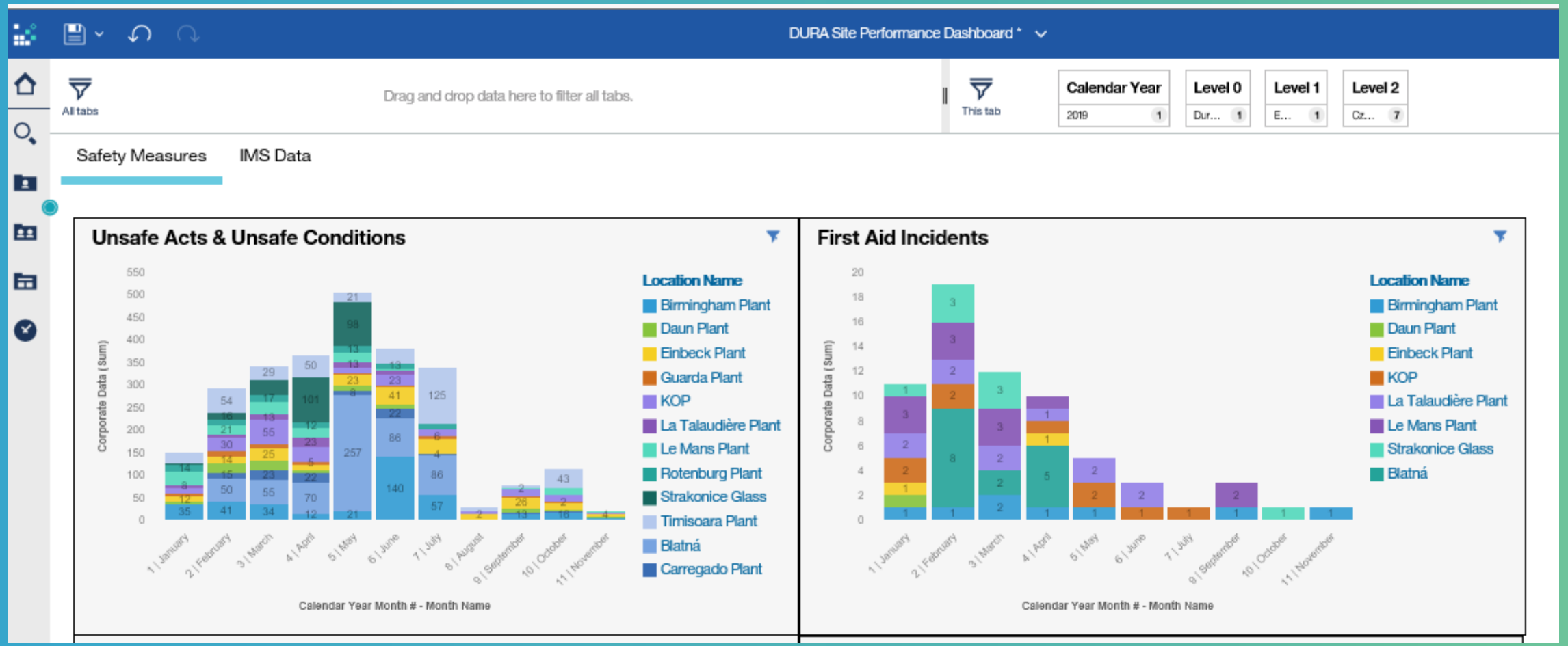
Area	Priority	Initiative	1 Year	2 Years	3 Years	Projected Total Global Cost (USD)	Projected Central Cost (USD)	Projected Cost By Site (USD)
EHS&E Integrated	2	Develop a plan on to conduct EHS training by defining the how, who and the what.	Identify who to train and what to train	Identify and deploy resources to train (via people, online, etc.) Utilize SCAET as a means of an online tool.	Develop content for training execute deployment	$0.00	IT cost and budget.	$0.00
	1	Management of incident information, environmental data and energy data.	Develop process for reporting and response along with definitions and responsibilities. Select platform for information management and deploy.	Cross examine customer requirements and management of platform for integration.		$399,600	$18,100.00	$13,320.00
	4	Define auditing strategy and management system for auditing.	Identify process for auditing defining who, what and where. Define parameters for internal auditing as well as external auditing.	Monitor and check auditing process.		$130,000.00	$10,000.00 Training	$4,000.00 All Travel
	9	Employee engagement program	Outline a strategy for employee engagement to incorporate incentives for safety. Incorporate problem solving engagement process with the partnership of CI.	Integrate AOE employee engagement requirements with EHS and fulfilling support at each plant.	Culture survey to all employees	$65,000.00	$50,000.00 Survey	$15,000.00

DURA INCIDENT RATE TREND OVER 3 YEARS



USING OSHA INCIDENT RATE CALCULATION

DATA DRIVING STRATEGY



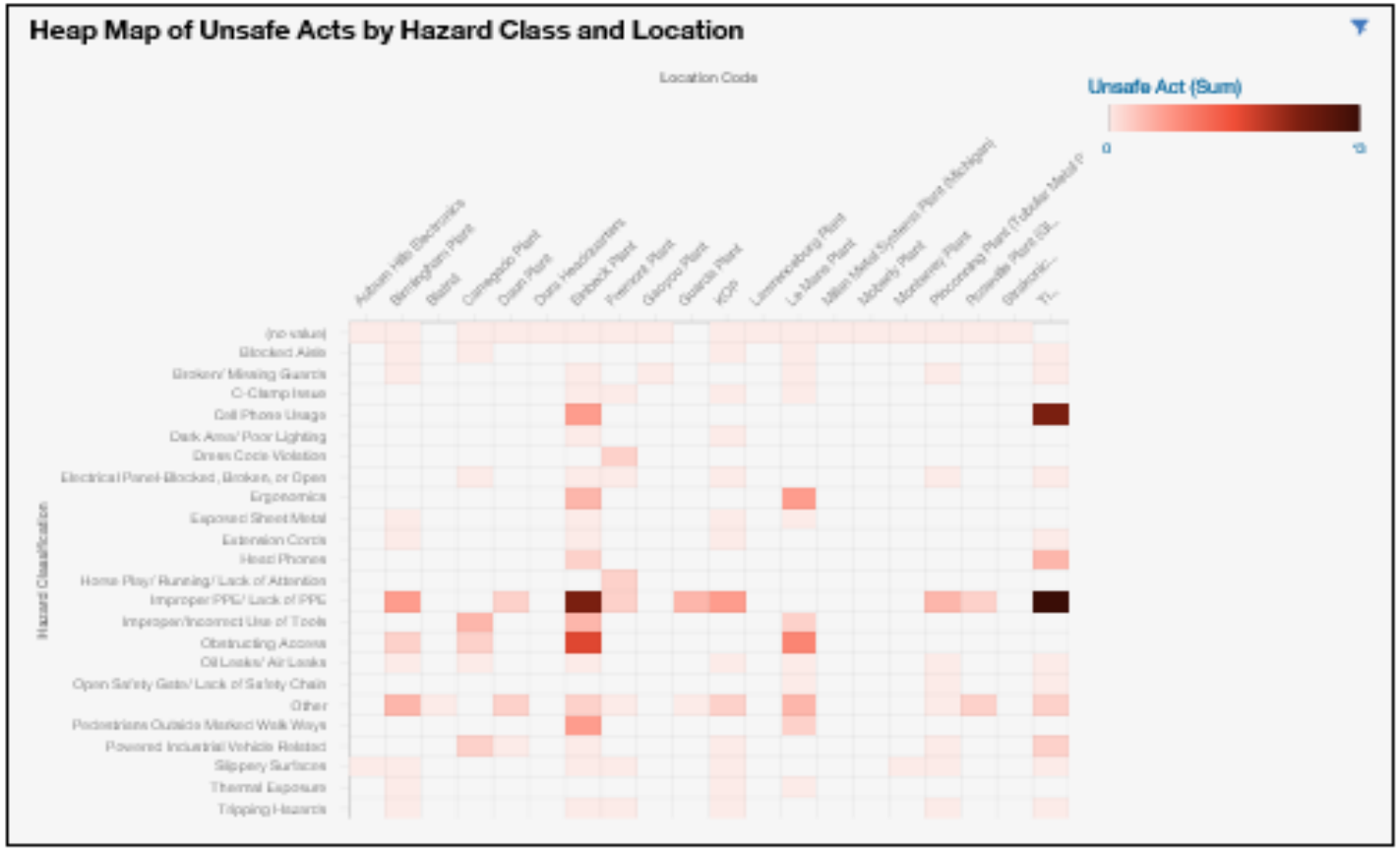
DATA DRIVING STRATEGY

DURA Site Performance Dashboard *

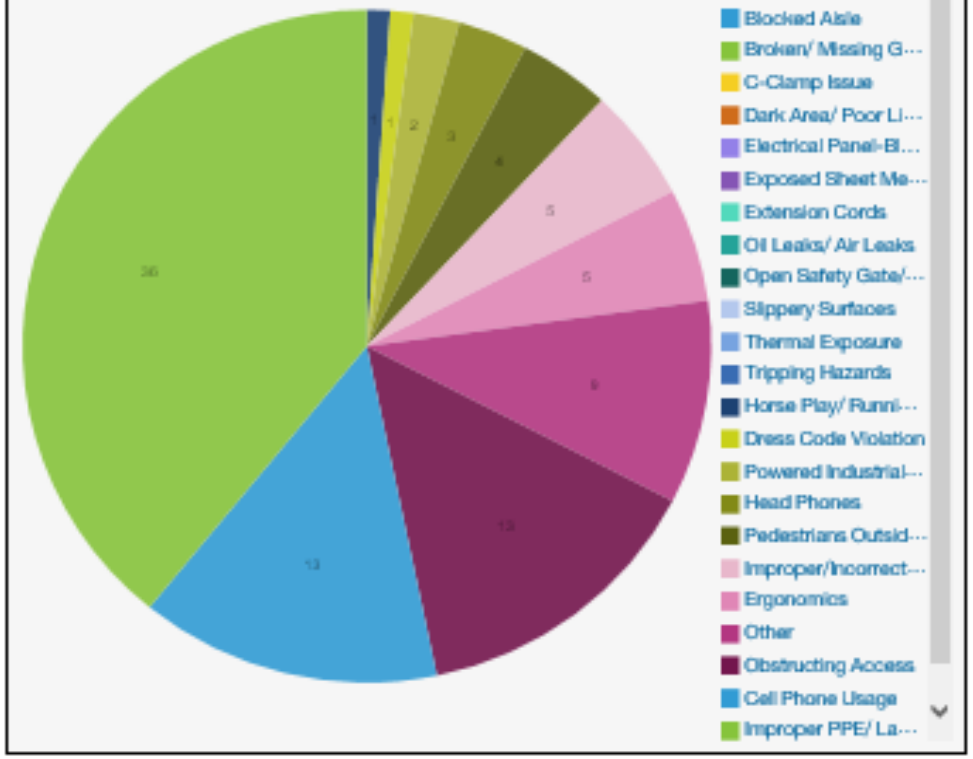
All tabs | Drag and drop data here to filter all tabs. | This tab | Calendar Year: 2019 | Level 0 Name: Dura Autom... | Level 1 Name

Safety Measures | IMS Data

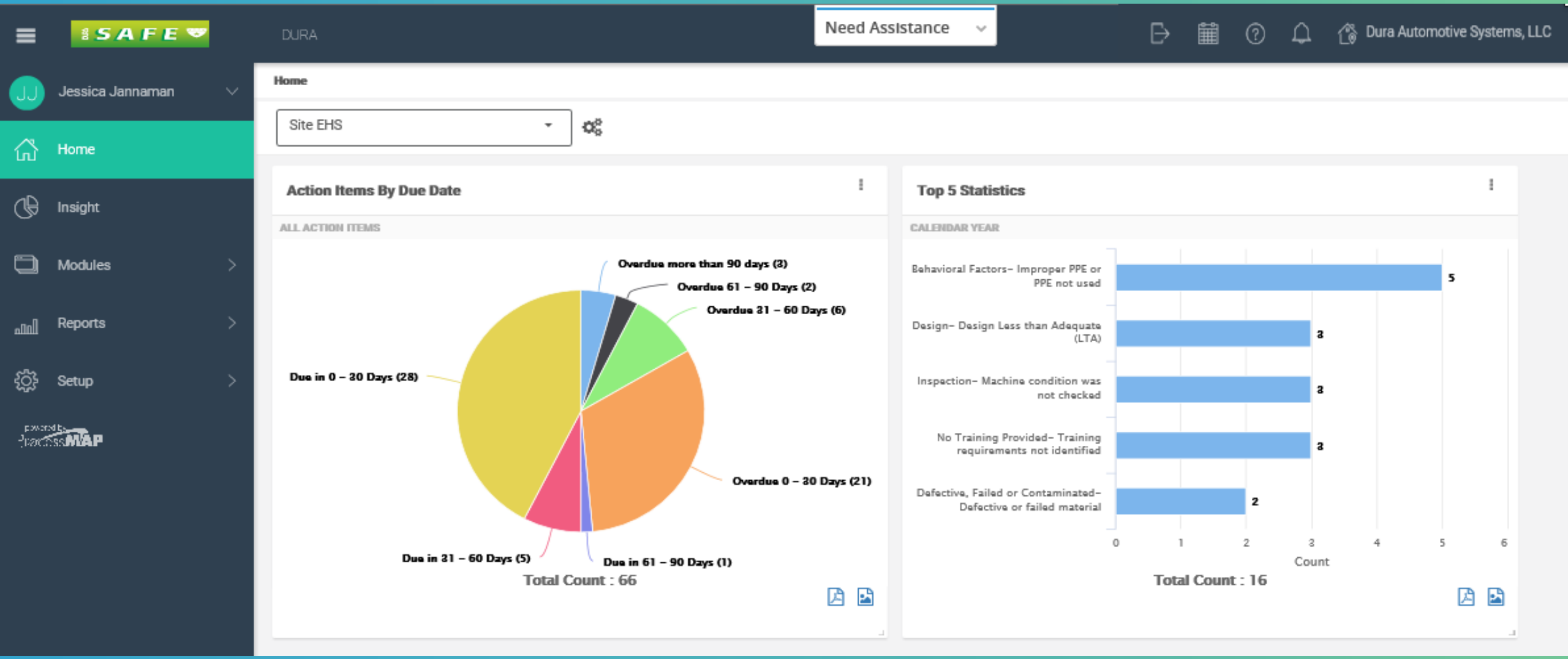
Heap Map of Unsafe Acts by Hazard Class and Location



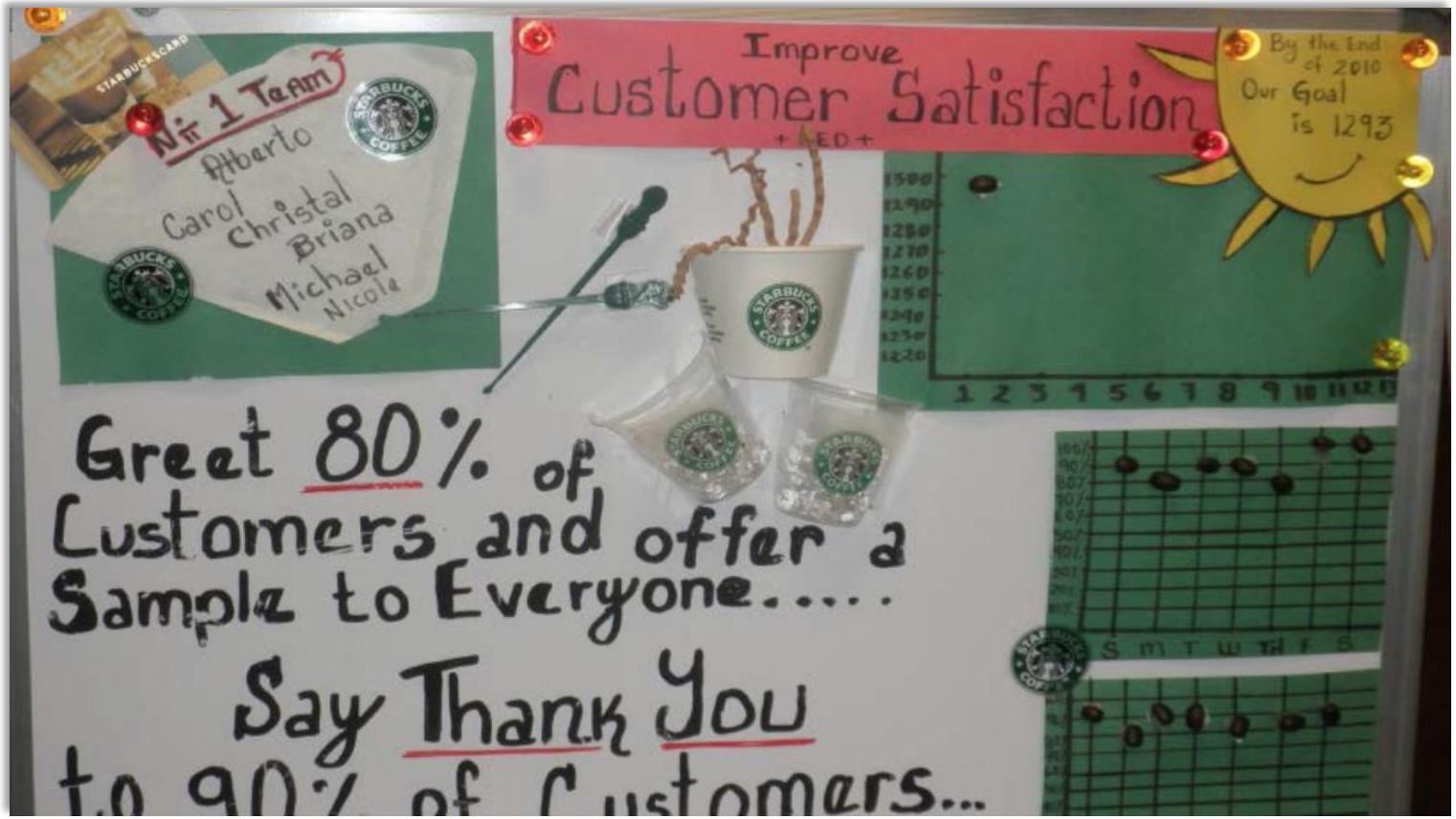
Unsafe Acts by Hazard Classification

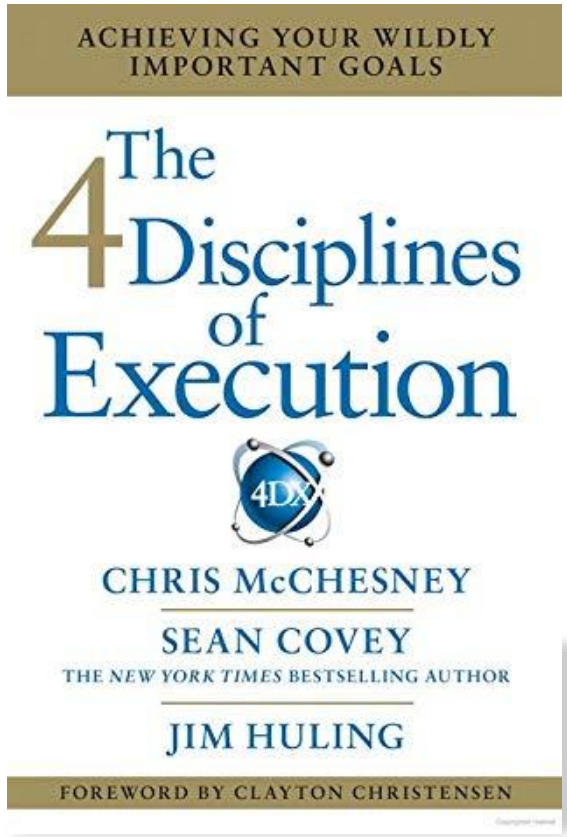


DATA DRIVING STRATEGY



A Study by Franklin covey found that only about **15 % of employees** actually know their organization's most important goals — either there are **no goals**, or they have **too many goals**.





VALIDATING & KEEPING OTHERS ENGAGED

- Keep the group focused on 3-4 tasks at a time (otherwise the objectives will be lost)
- Set a cadence for discussion and communications
- Make sure to keep the discussions and communications brief, to the point, valuable and frequent.
- Keep things simple and clear

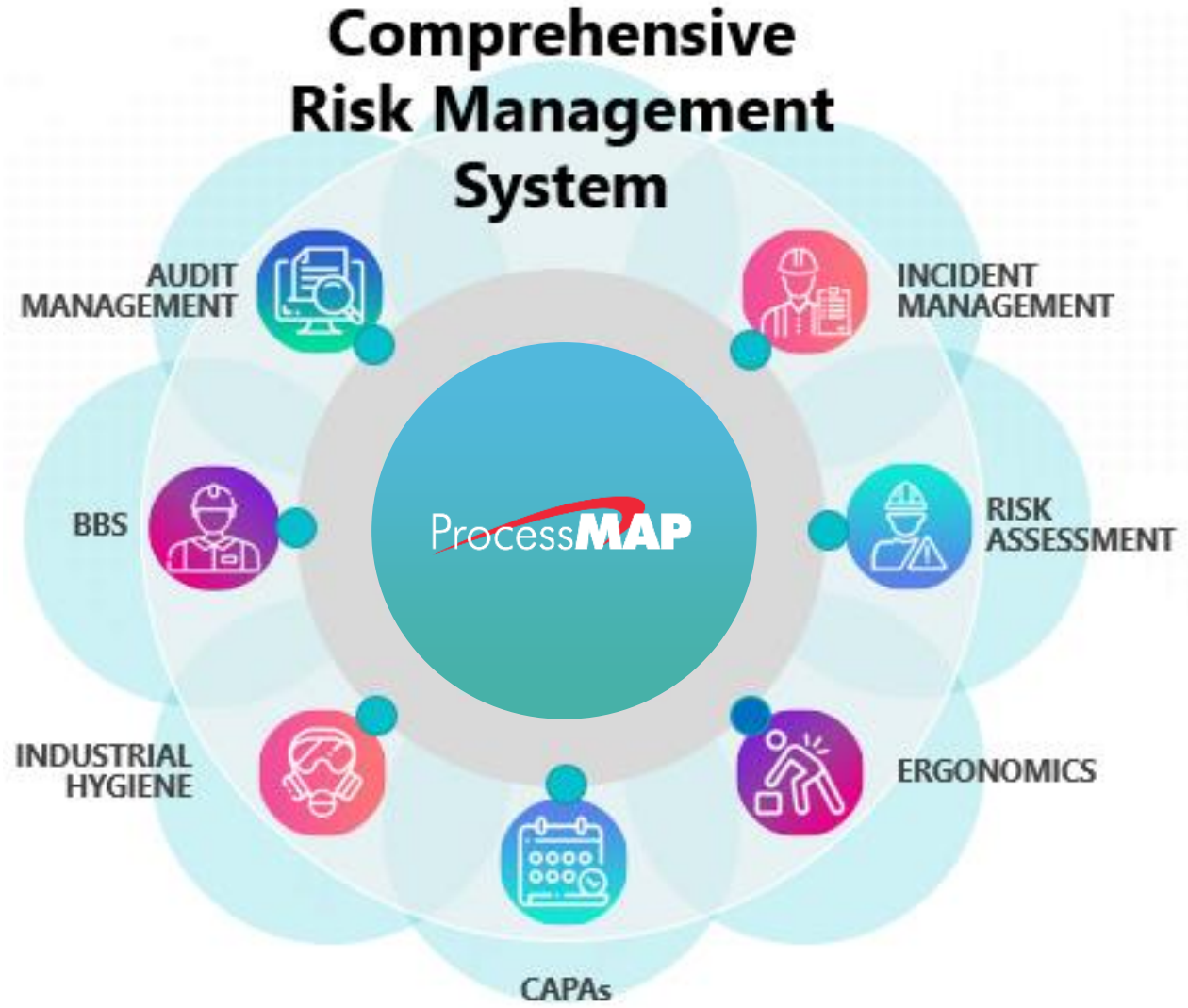
In Summary

- Start your **strategy** by offering your vision of **culture** and **structure** – get **leadership commitment**.
- Define the **scope of your strategy** and outline it to be a **complete system**.
- Collect feedback, eliminate redundancies and **identify systemic issues** that need to be addressed in a **prioritized manner**.
- Set your **SMART goals** with timing and cost.
- Make your strategy sustainable through frequent communication and focus – never underestimate the strength of a team "shoulder-to-shoulder" moving towards one vision.
- **Leverage technology** to help set your strategy and monitor your progress towards SMART goals

ProcessMAP

Leveraging Technology to Set Strategy and Monitor Progress

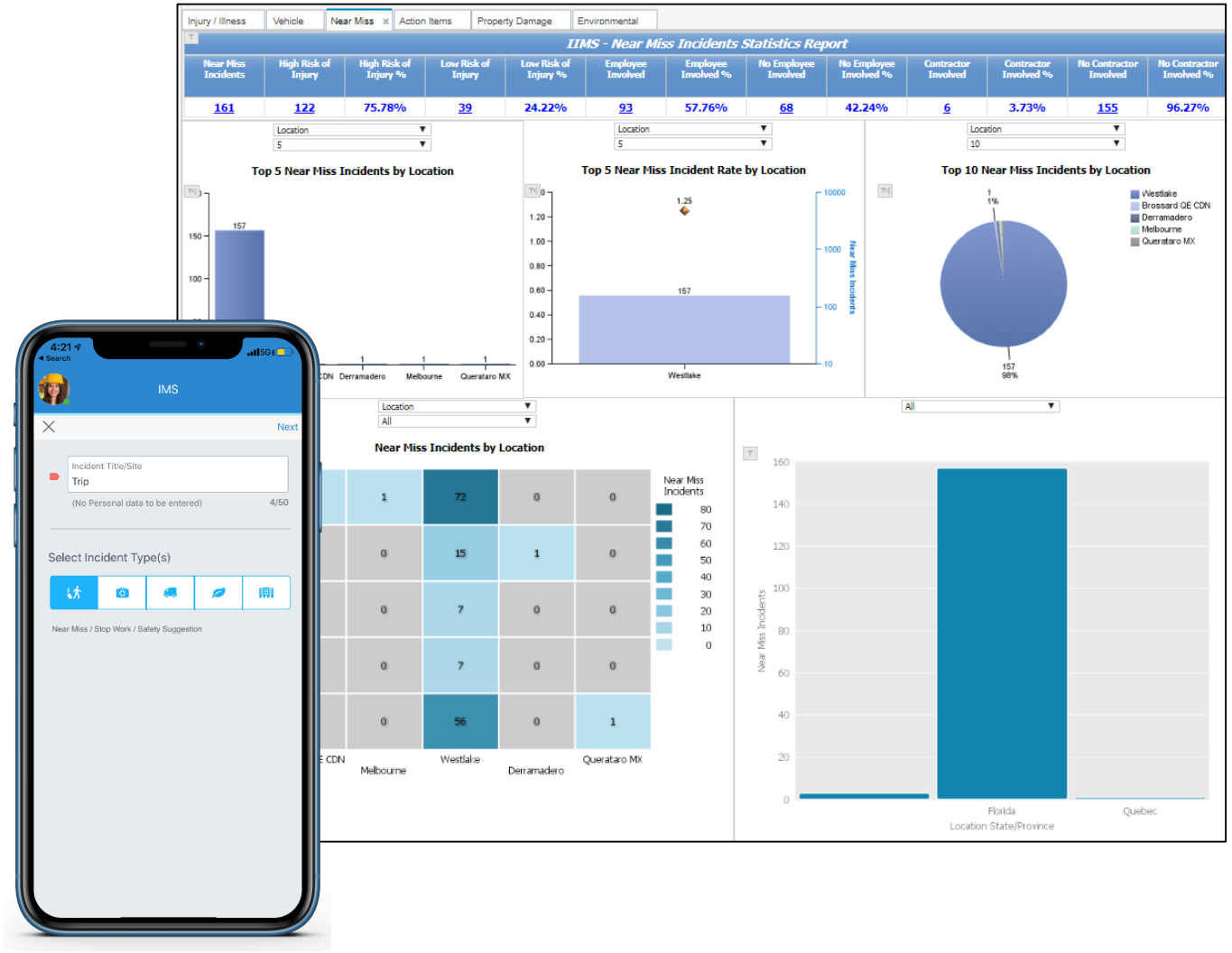
Risk Management Tools & Strategies



Risk Management Tools & Strategies

Incident Reports

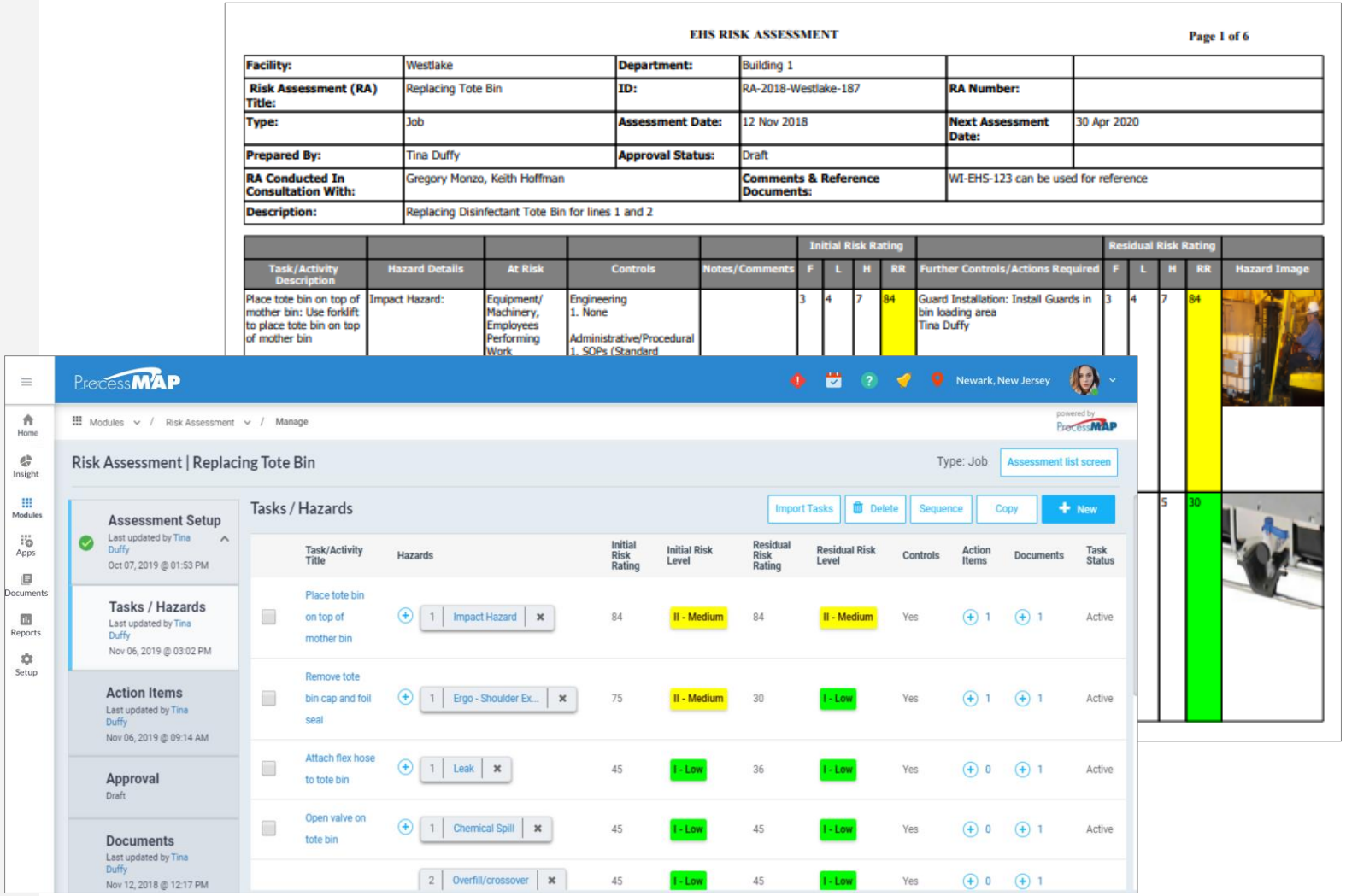
- Contributing Factors
- Root Causes
- Near Misses, Unsafe Acts & Conditions



Risk Management Tools & Strategies

Risk Assessments

- Task-Based Assessments
- Machine/Equipment Assessments
- Process & Area Assessments



EHS RISK ASSESSMENT

Page 1 of 6

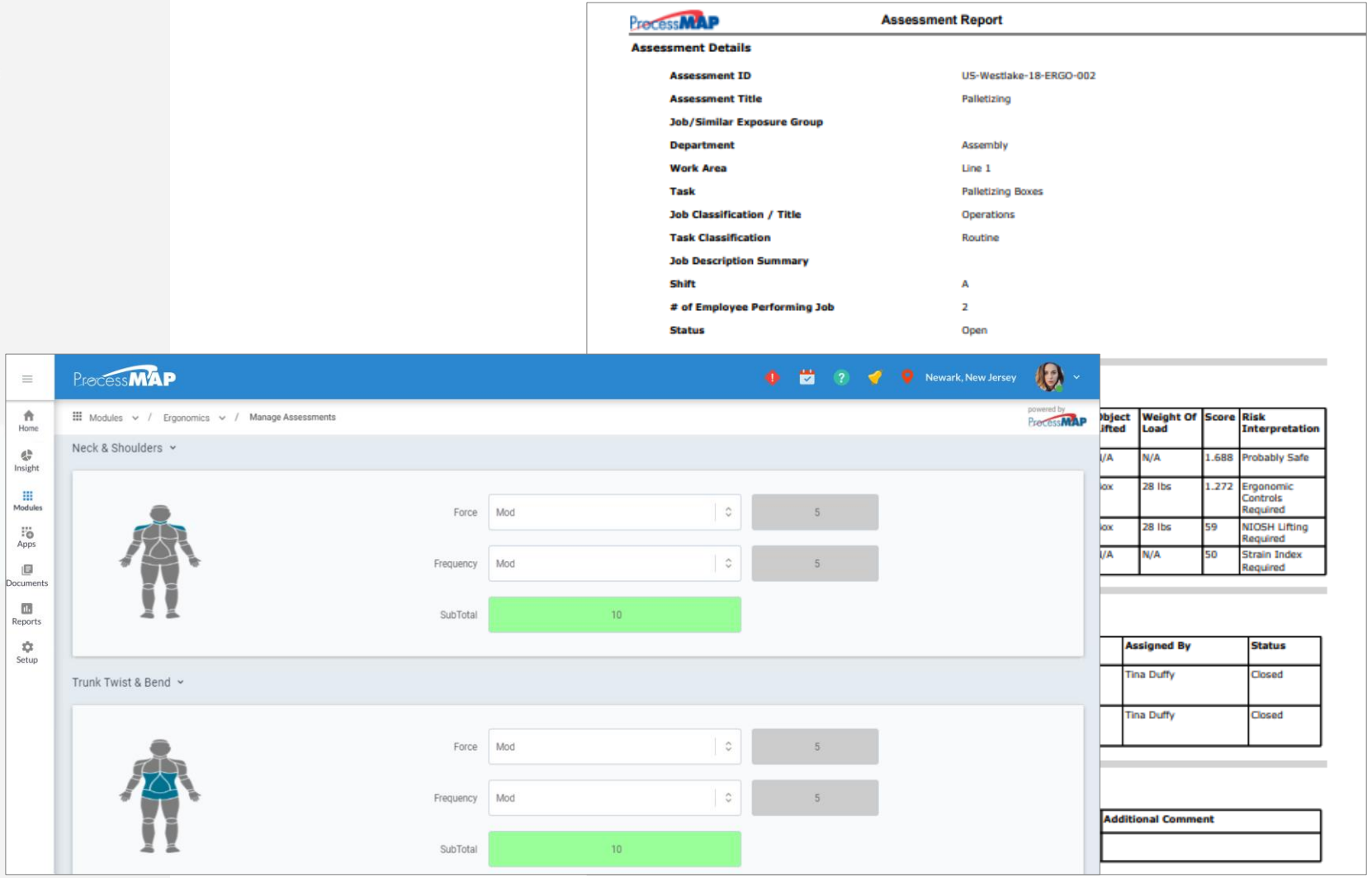
Facility:	Westlake	**Department:**	Building 1		
Risk Assessment (RA) Title:	Replacing Tote Bin	**ID:**	RA-2018-Westlake-187	**RA Number:**	
Type:	Job	**Assessment Date:**	12 Nov 2018	**Next Assessment Date:**	30 Apr 2020
Prepared By:	Tina Duffy	**Approval Status:**	Draft		
RA Conducted In Consultation With:	Gregory Monzo, Keith Hoffman		**Comments & Reference Documents:**	WI-EHS-123 can be used for reference	
Description:	Replacing Disinfectant Tote Bin for lines 1 and 2				

					Initial Risk Rating					Residual Risk Rating				
Task/Activity Description	**Hazard Details**	**At Risk**	**Controls**	**Notes/Comments**	**F**	**L**	**H**	**RR**	**Further Controls/Actions Required**	**F**	**L**	**H**	**RR**	**Hazard Image**
Place tote bin on top of mother bin: Use forklift to place tote bin on top of mother bin	Impact Hazard:	Equipment/ Machinery, Employees Performing Work	Engineering 1. None Administrative/Procedural 1. SOPs (Standard		3	4	7	84	Guard Installation: Install Guards in bin loading area Tina Duffy	3	4	7	84	
										5			30	

Risk Management Tools & Strategies

Ergonomic Assessments

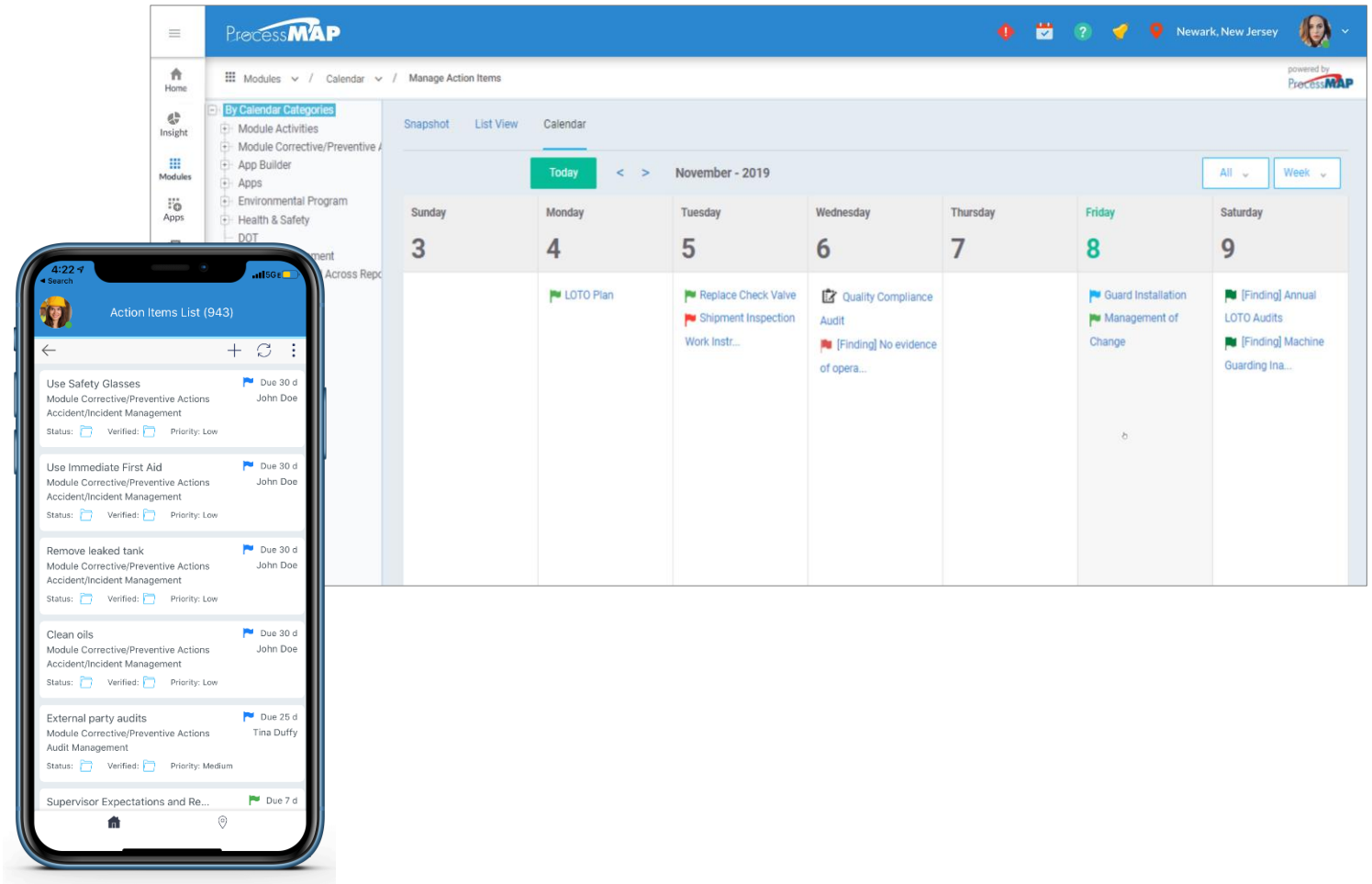
- NIOSH Lifting Equation
- Strain Index
- Additional Analysis Types



Risk Management Tools & Strategies

Corrective and Preventative Actions (CAPAs)

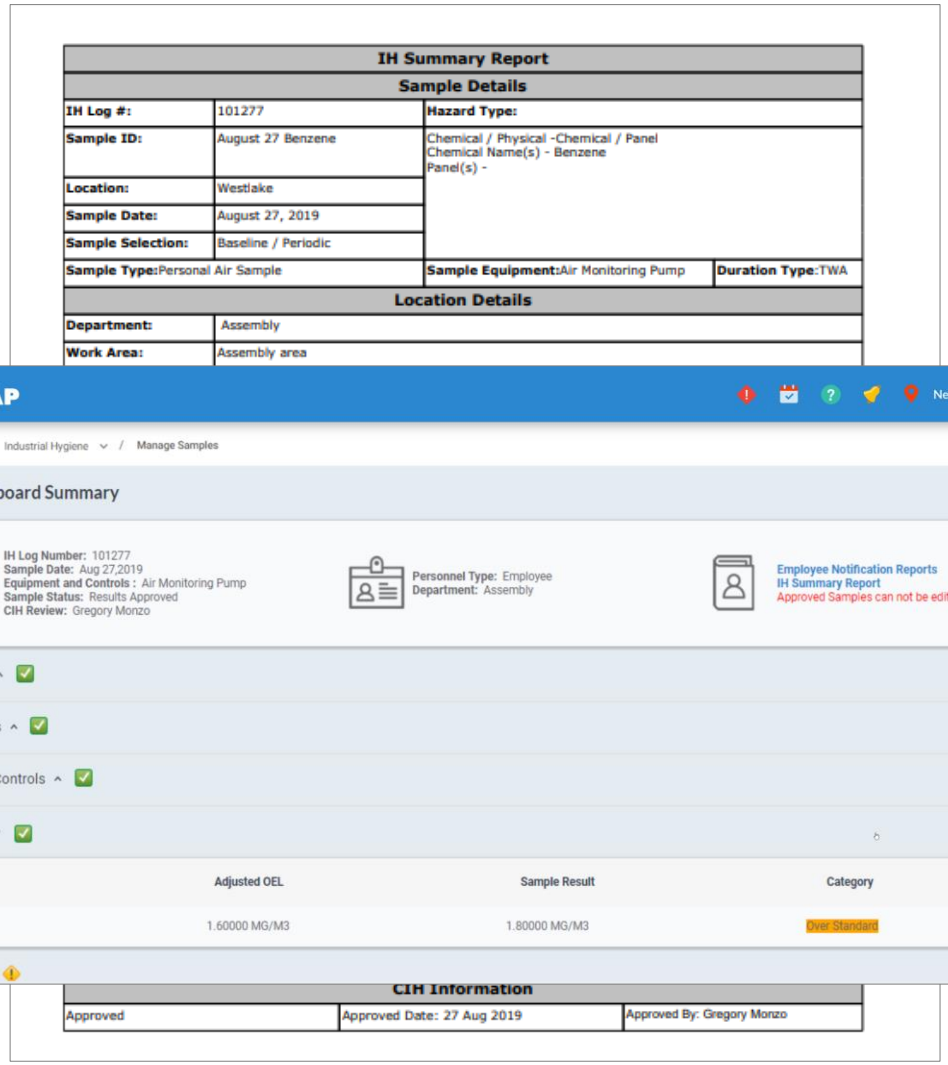
- Prioritization of CAPAs
- Manage to Closure



Risk Management Tools & Strategies

Industrial Hygiene Monitoring

- Sample Plans
- Time Weighted Averages (TWA)
- Sample Results



IH Summary Report

Sample Details

IH Log #:	101277	**Hazard Type:**	
Sample ID:	August 27 Benzene	Chemical / Physical -Chemical / Panel Chemical Name(s) - Benzene Panel(s) -	
Location:	Westlake		
Sample Date:	August 27, 2019		
Sample Selection:	Baseline / Periodic		
Sample Type: Personal Air Sample		**Sample Equipment:** Air Monitoring Pump	**Duration Type:** TWA

Location Details

Department:	Assembly
Work Area:	Assembly area

CIH Information

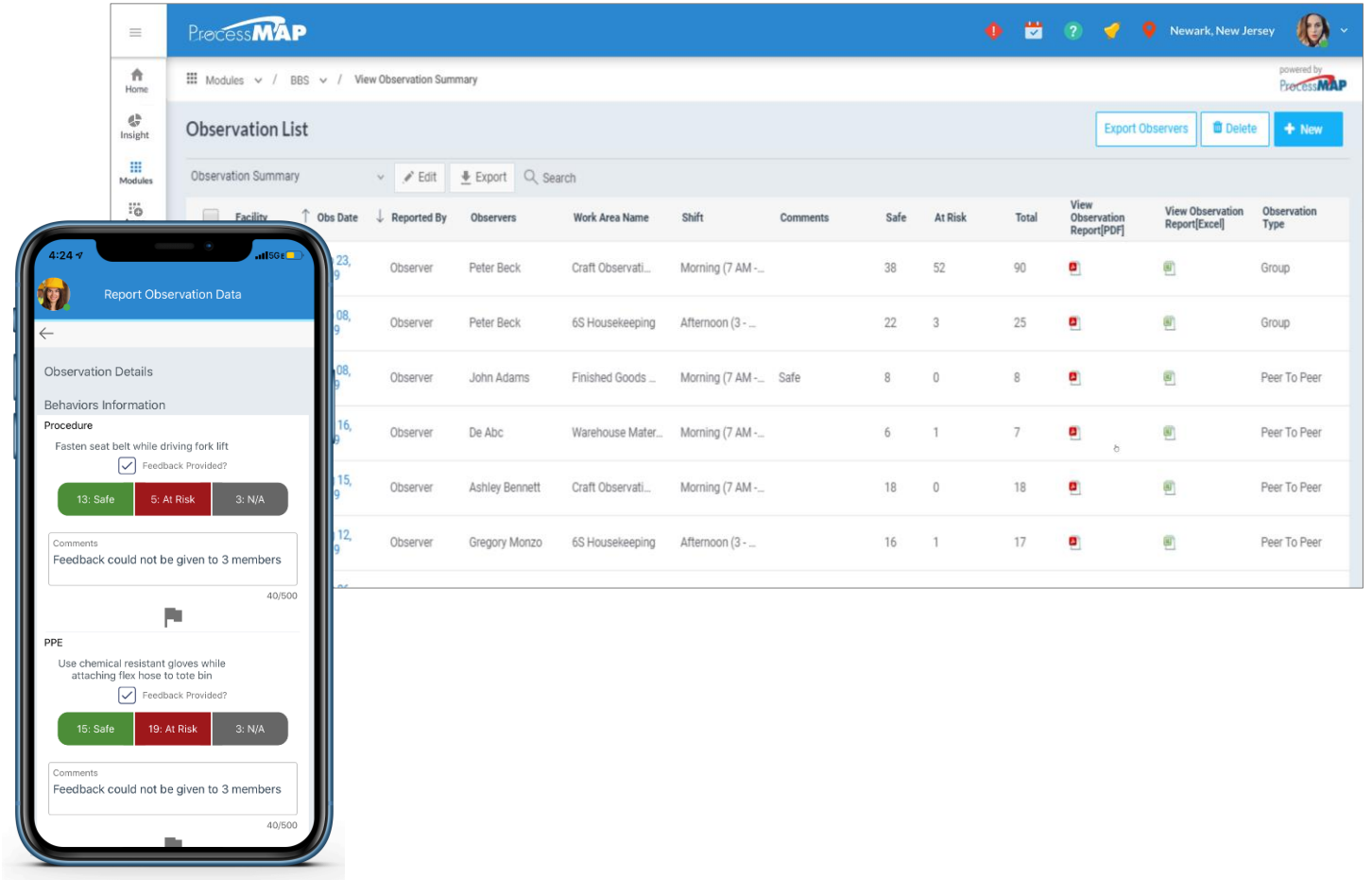
Approved	Approved Date: 27 Aug 2019	Approved By: Gregory Monzo

Risk Management Tools & Strategies

Behavior Based Safety (BBS)

Observations

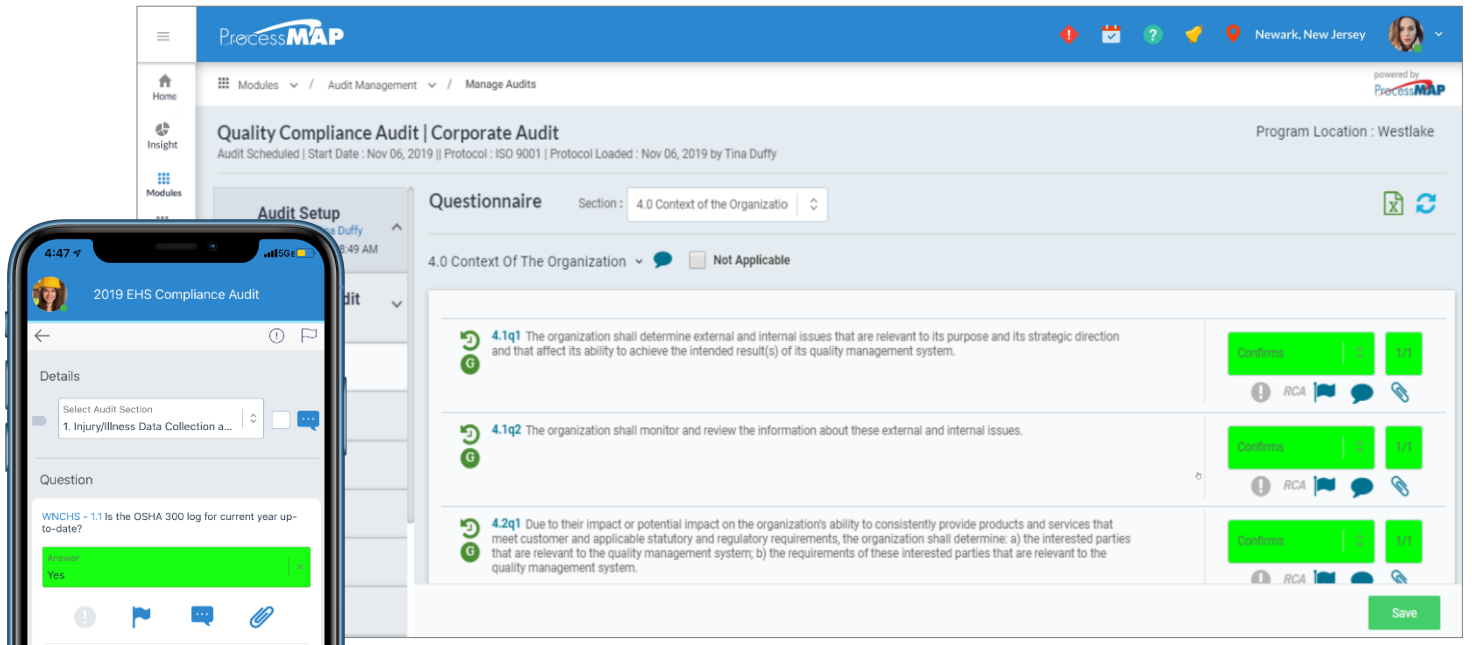
- Unsafe Behaviors
- Feedback
- Corrective Actions



Risk Management Tools & Strategies

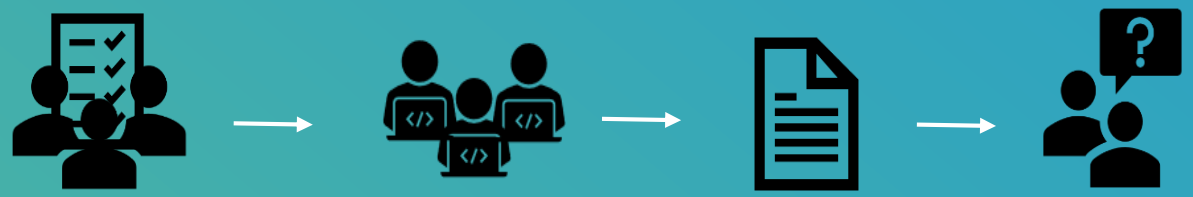
Audits & Inspections

- Non-Compliances & Findings
  - Prioritization
  - Cross-Location
  - Corresponding CAPAs
  - Leading Indicators



Common Risk Management Process

- Single Dimension
- Resource Heavy
- Time Consuming
- Fragmented Data
- Guess Work

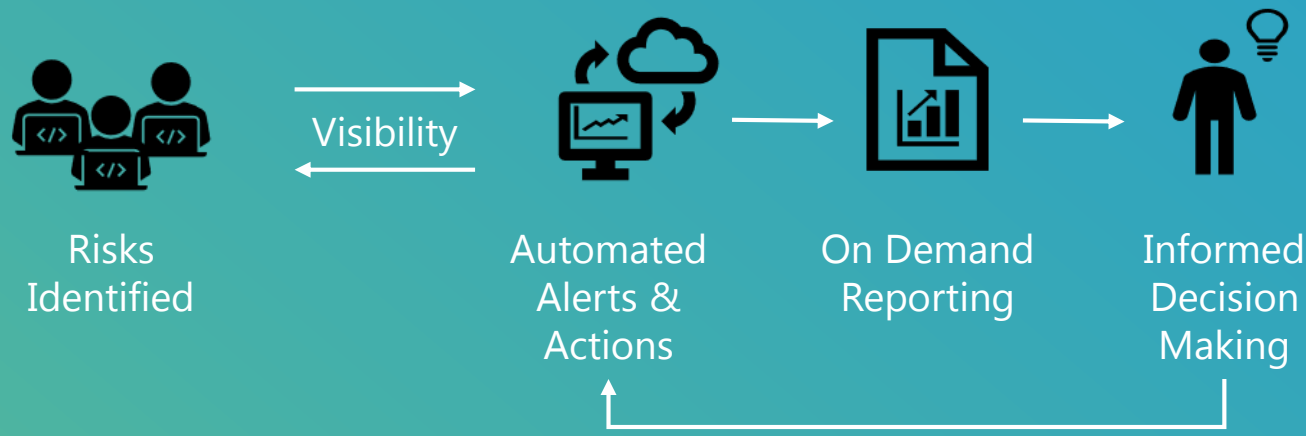


Risks Identified → Manual Aggregation of Data → Manual Analysis & Reporting → Unclear, Outdated Decisions

Leverage Technology to Transform Strategy into Action

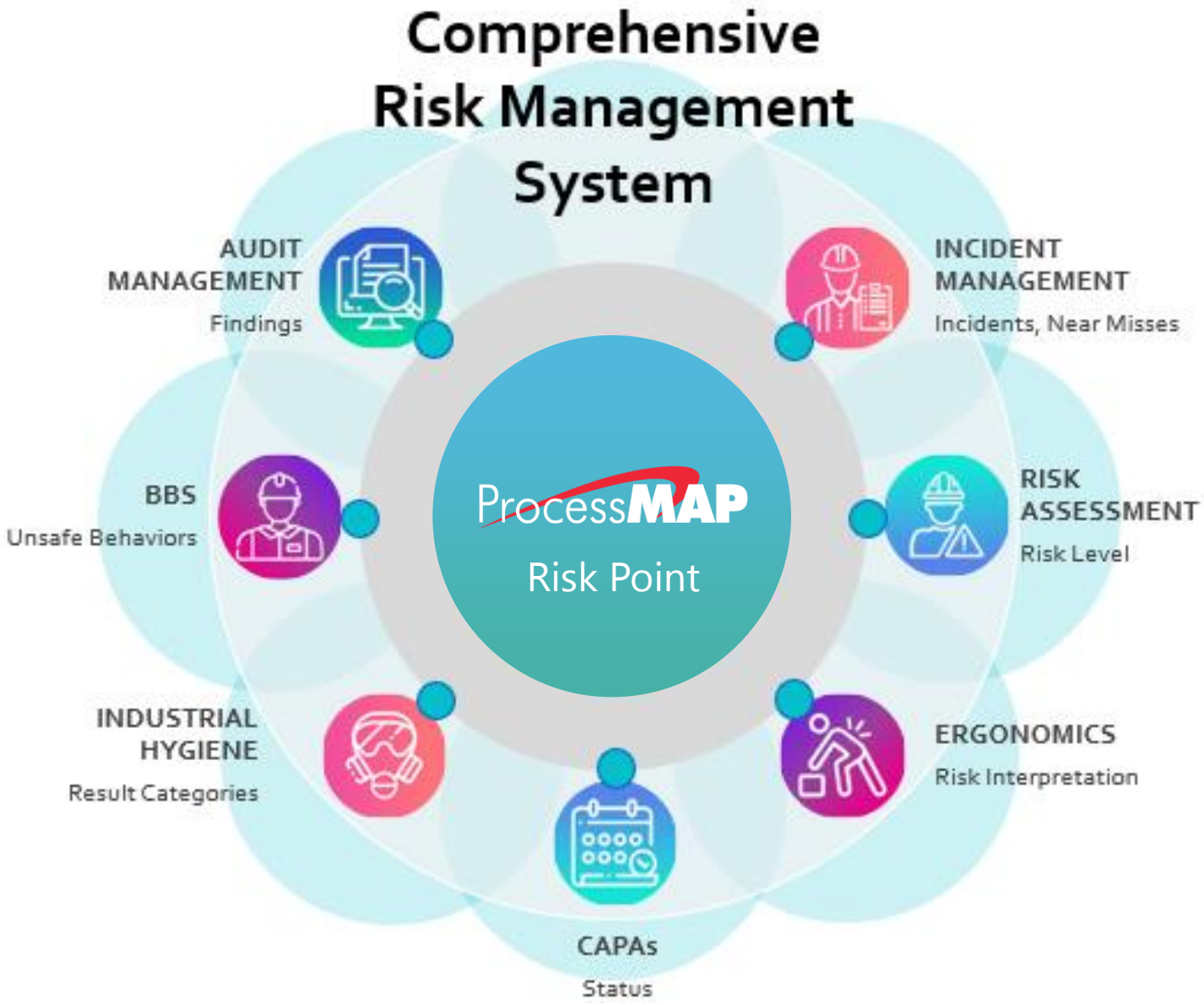
- Centralized Platform
- Standardization and Automation
- Collaboration and Visibility
- Automated alerts
- On-demand report generation
- Preventive Actions
- Proactive Long-term Strategies

Comprehensive = Manage Risks Across Activities, Areas, & Locations



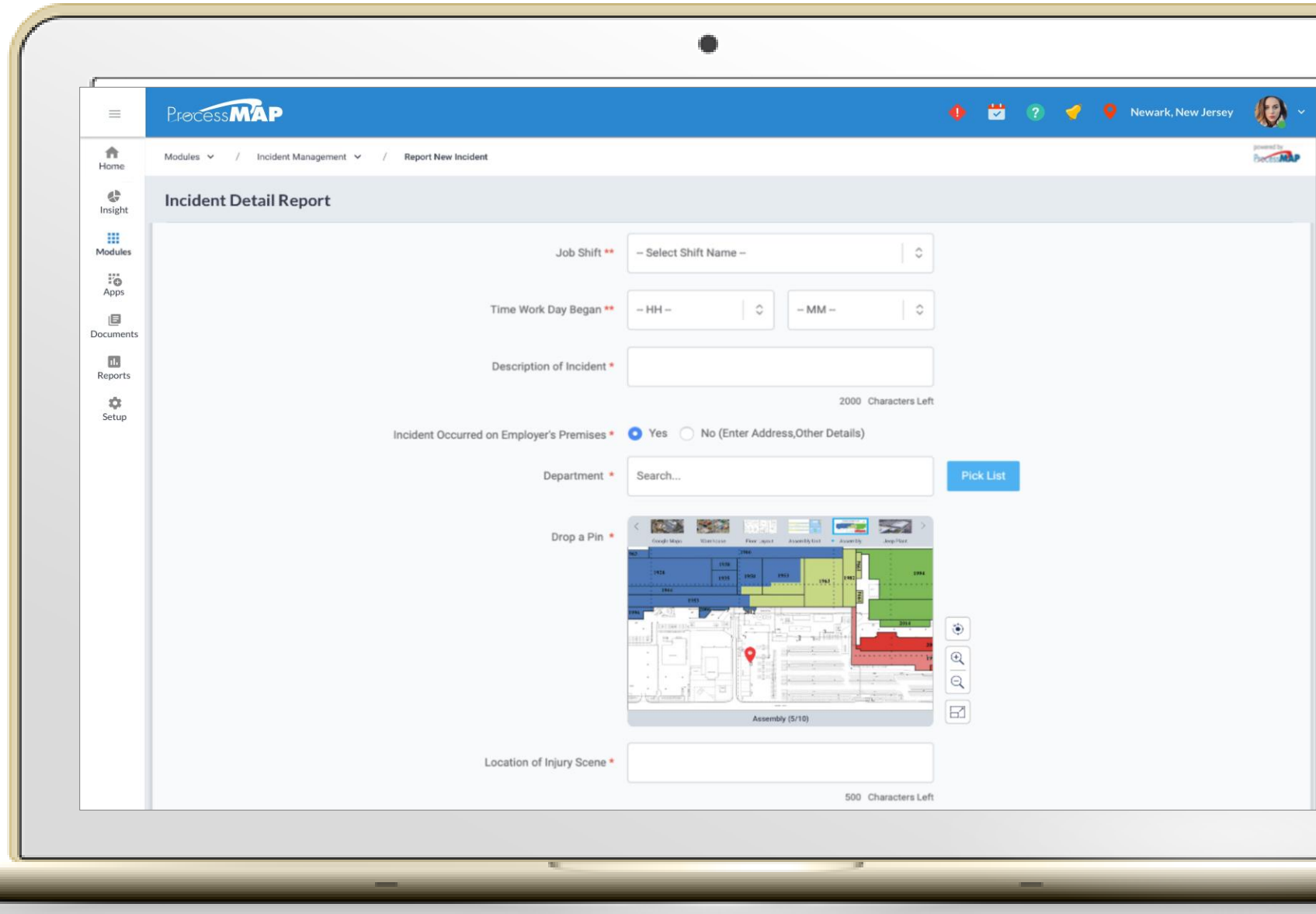
ProcessMAP Risk Point 2.0

- Automated Aggregation of Mass Data Points
- Visualize Risk Concentrations in Real Time
- Identify the Interaction of Risks Across Activities and Areas
- Catalyst for Better Risk Communication to Stakeholders



Identify Location

- Multiple Facility Layouts
- Google Maps Integration
- Drop Pin to Indicate Location of Incidents, Near Misses, Unsafe Acts and Behaviors, and Other Loss Producing Events



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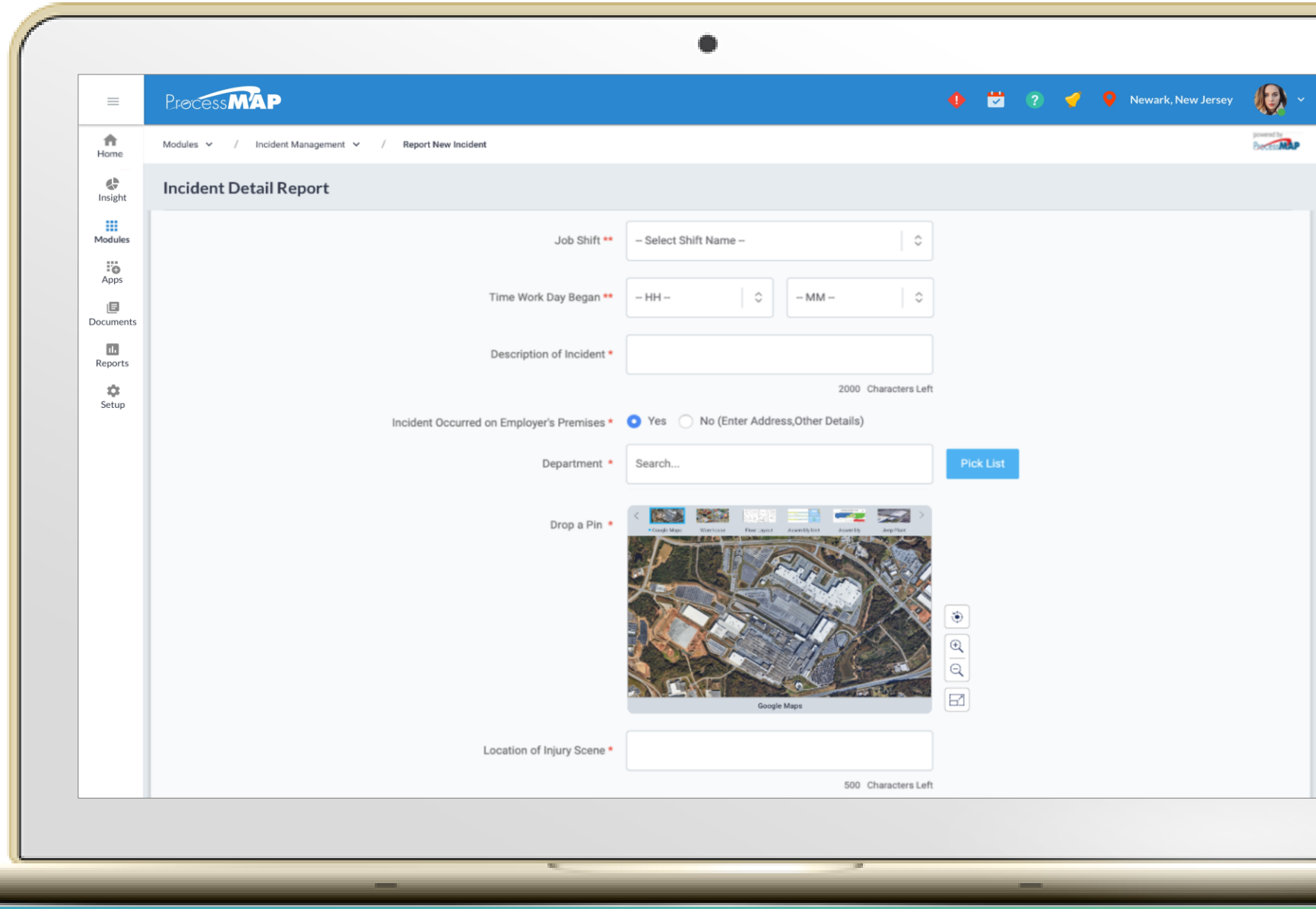
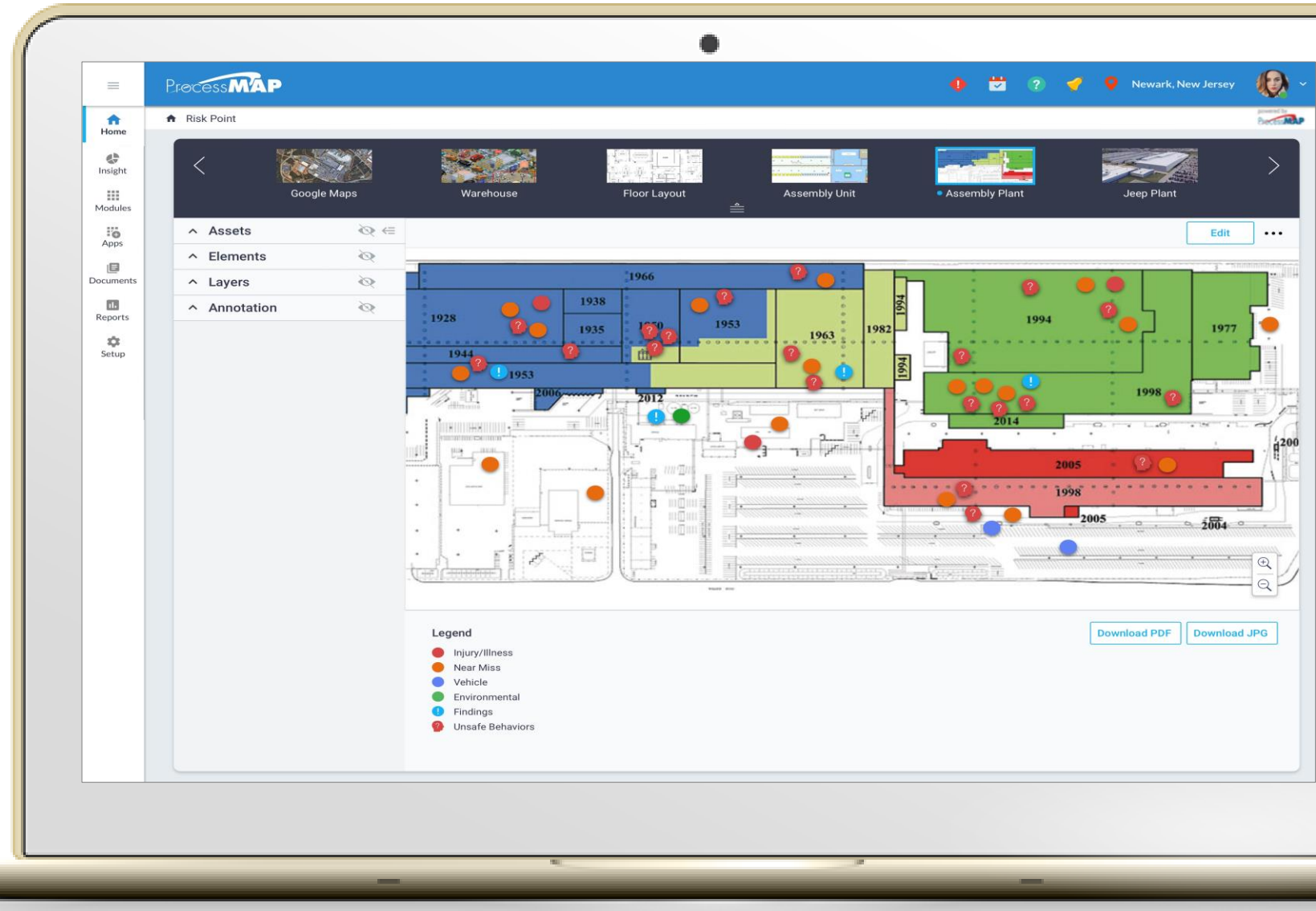


ProcessMAP Risk Point 2.0

Visualize Risk Concentrations

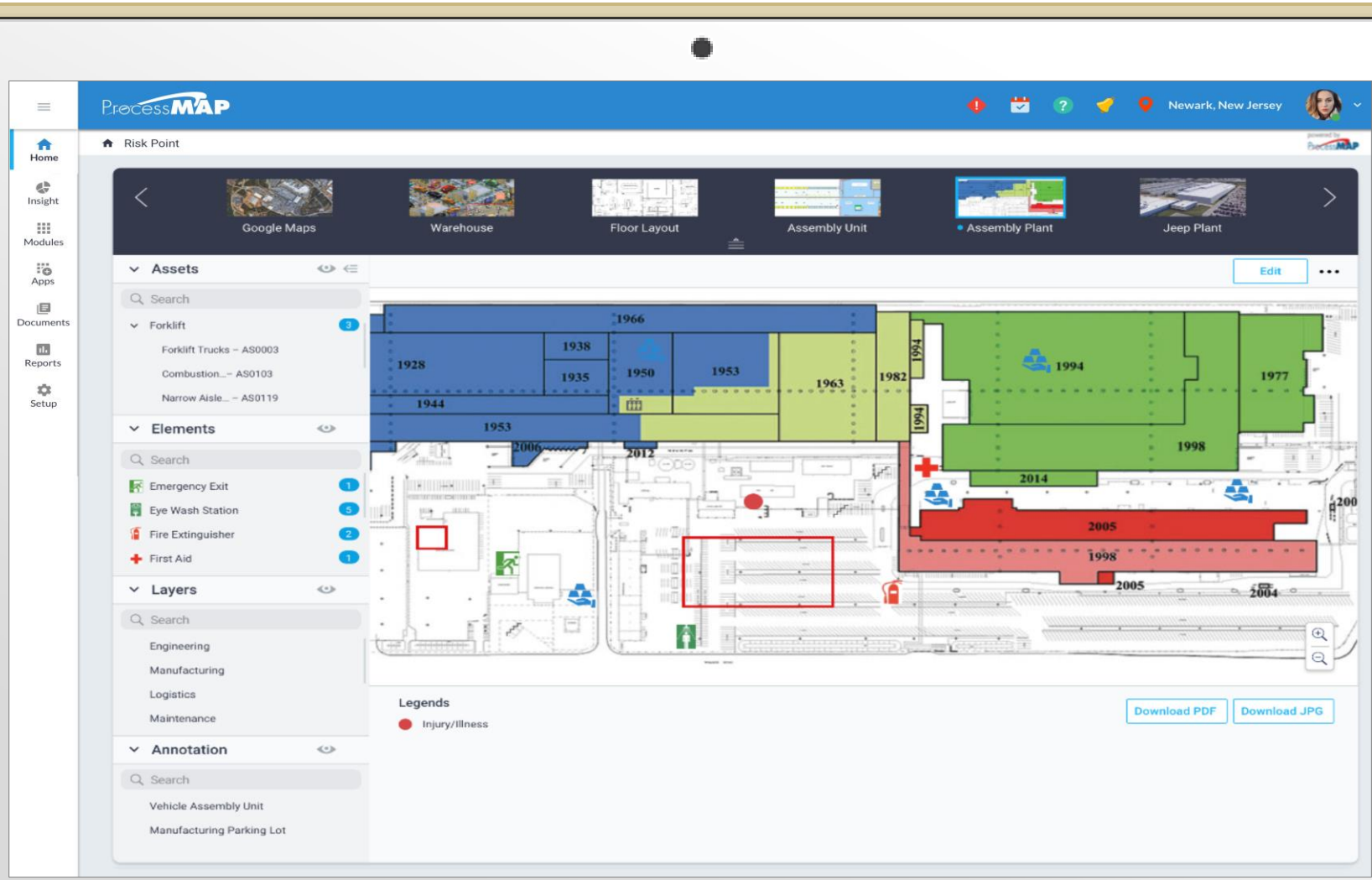
- Identify Areas Prone to Loss Producing Events
- Identify Concentrations of Unsafe Behaviors, Audit Findings, Ergo Risk Factors, etc.
- Analyze the Interaction of Risks Across Activities
- Focus Preventive Actions in the Right Areas to Reduce or Eliminate Risk
- Export for Sharing with Stakeholders



ProcessMAP Risk Point 2.0

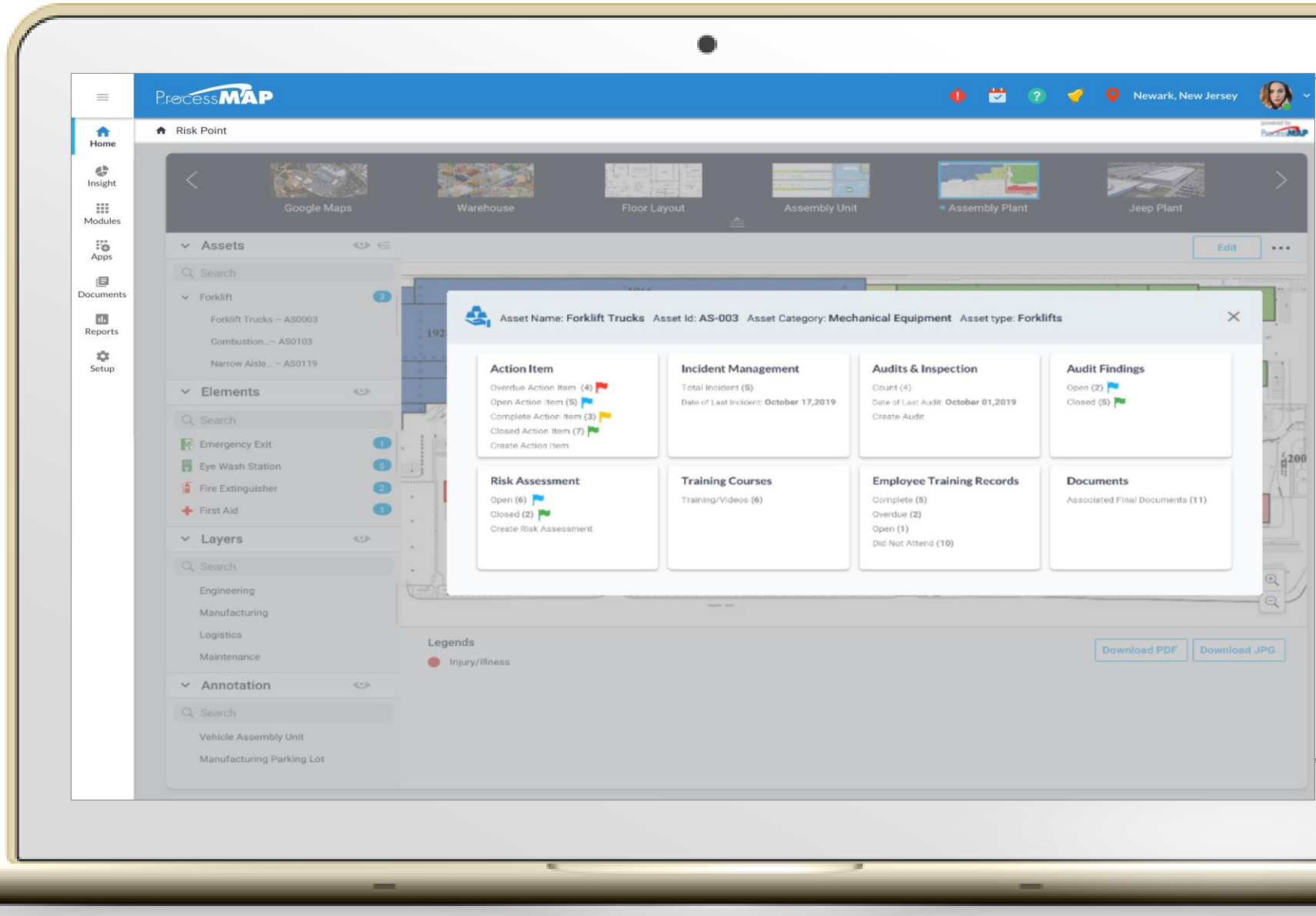
Identify Elements and Assets

- Indicate Location of Facility Elements
- Annotate Facility Layout
- Map Facility Assets (Integration)



Analyze Equipment and Asset Risk

- View consolidated data from multiple modules for an asset
- Navigate to view the respective data
- Easily assess and create action items, audits, and risk assessments related to an asset



Leveraging Technology to Transform Strategy into Action

- One Integrated System
- Standardization of Tools
- Automation of Processes
- On Demand Reporting
- Informed Decisions

Thank you

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