

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

November 12, 2019



Jessica Jannaman

Global Director of EHS & Energy



Tina Duffy

VP of Product Management



Jessica Jannaman –

A Little Bit About Myself



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



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

10 YEARS	13 OEM Plants 43 Tier 1 Plants
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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

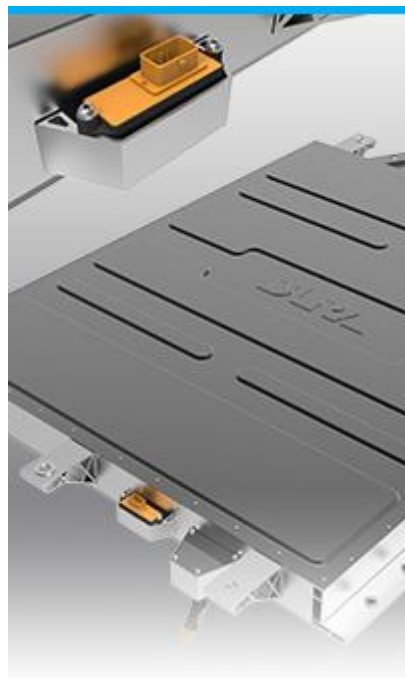
*Includes Tech Centers

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.

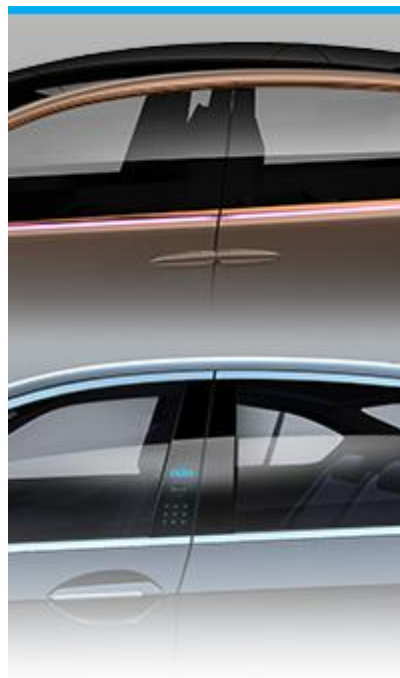
DURA FIVE PILLARS OF TECHNOLOGY



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?

FAILURE

SUCCESS

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.

DURA Integrated Management System (IMS) Framework				
Resources	Competency	Compliance	Leadership	Communication
People, roles & responsibilities Tools to support the organization	Training for employees Training specific to EHS staff	Operational requirements	Objectives and targets	Internal communication External communication
Process Driven	Structure (Policies)	↓	↓	↓
	Systems (Processes)			
	Procedures			
Leadership Driven	Behaviors	↓	↓	↓
	Values & Beliefs			

AT THE END OF THE DAY WHO IS IMPACTED?

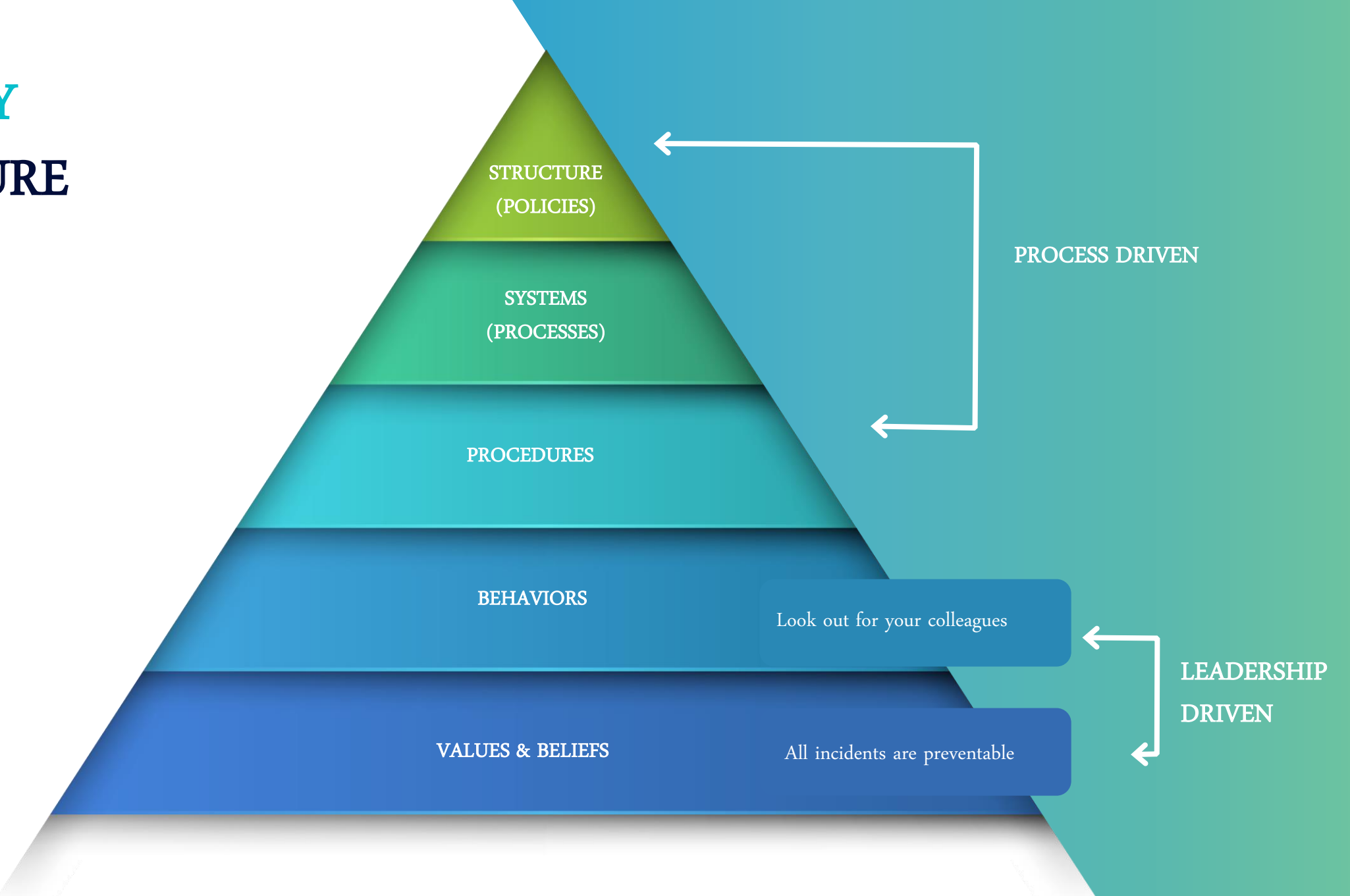
Regina King

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



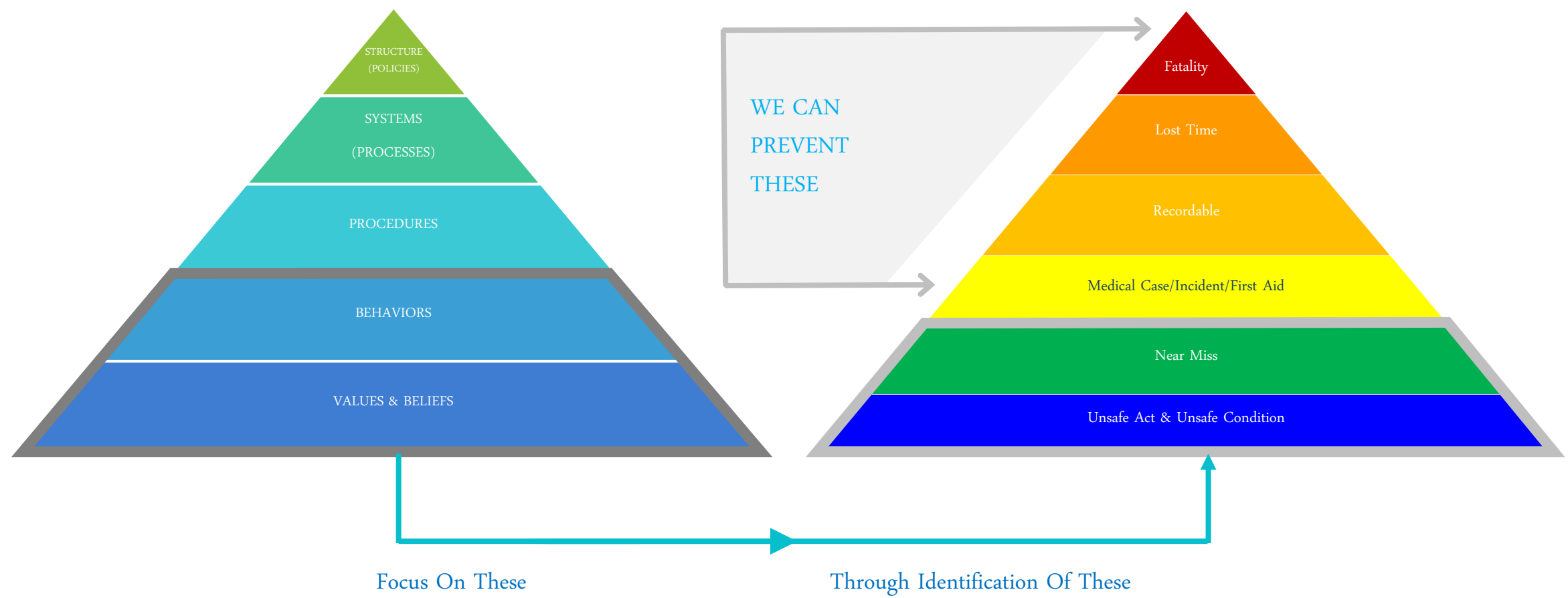
ESTABLISHING A WORLD CLASS OPERATIONAL CULTURE

TRANSCENDING
CULTURE



HOW DO WE FOCUS ON ENGAGING EMPLOYEES?

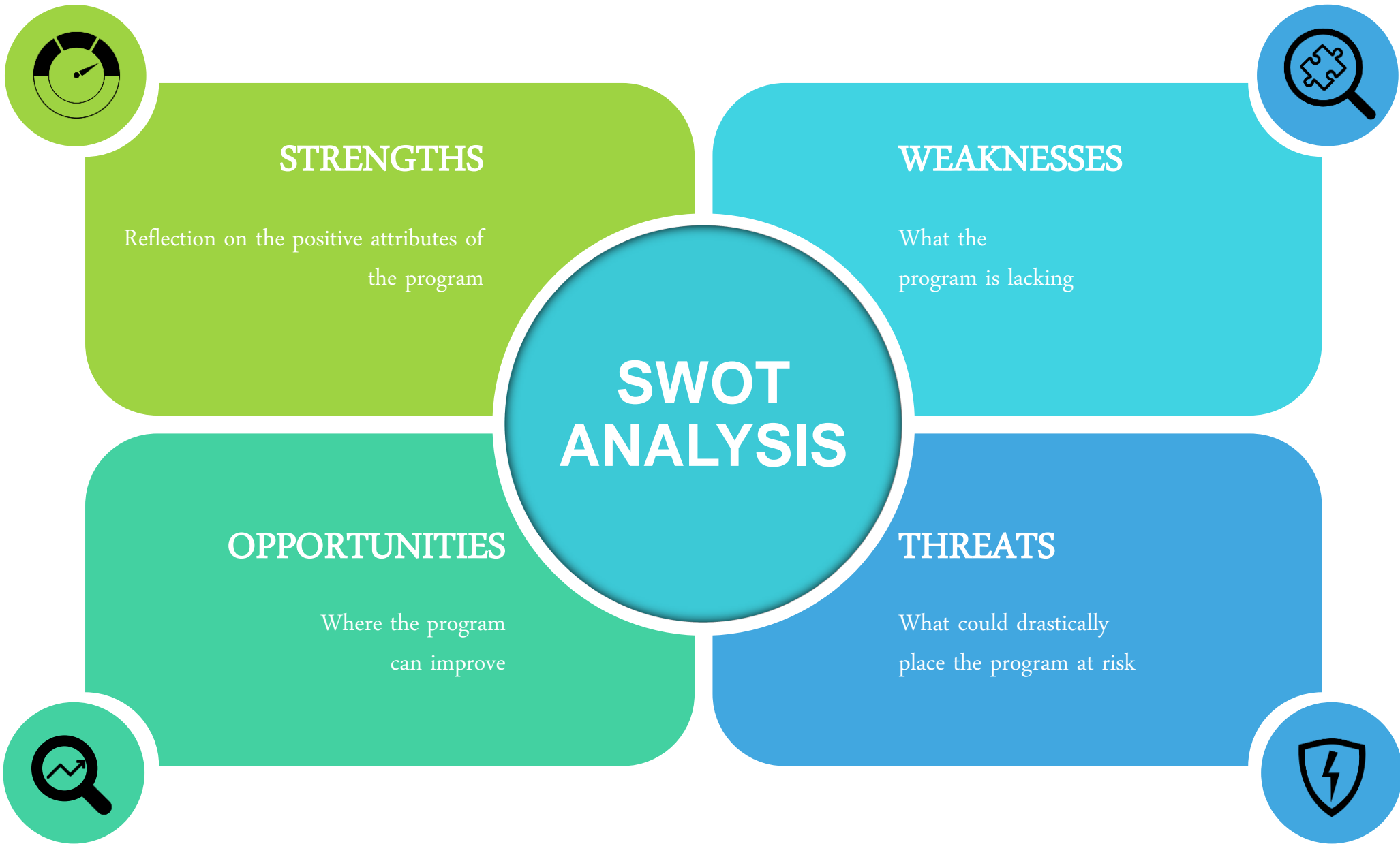
As a Leadership team, we want to encourage employees to recognize, identify and communicate hazards so that they do not turn into incidents.



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?





STRENGTHS

Reflection on the positive attributes of the program

WEAKNESSES

What the program is lacking

SWOT ANALYSIS

OPPORTUNITIES

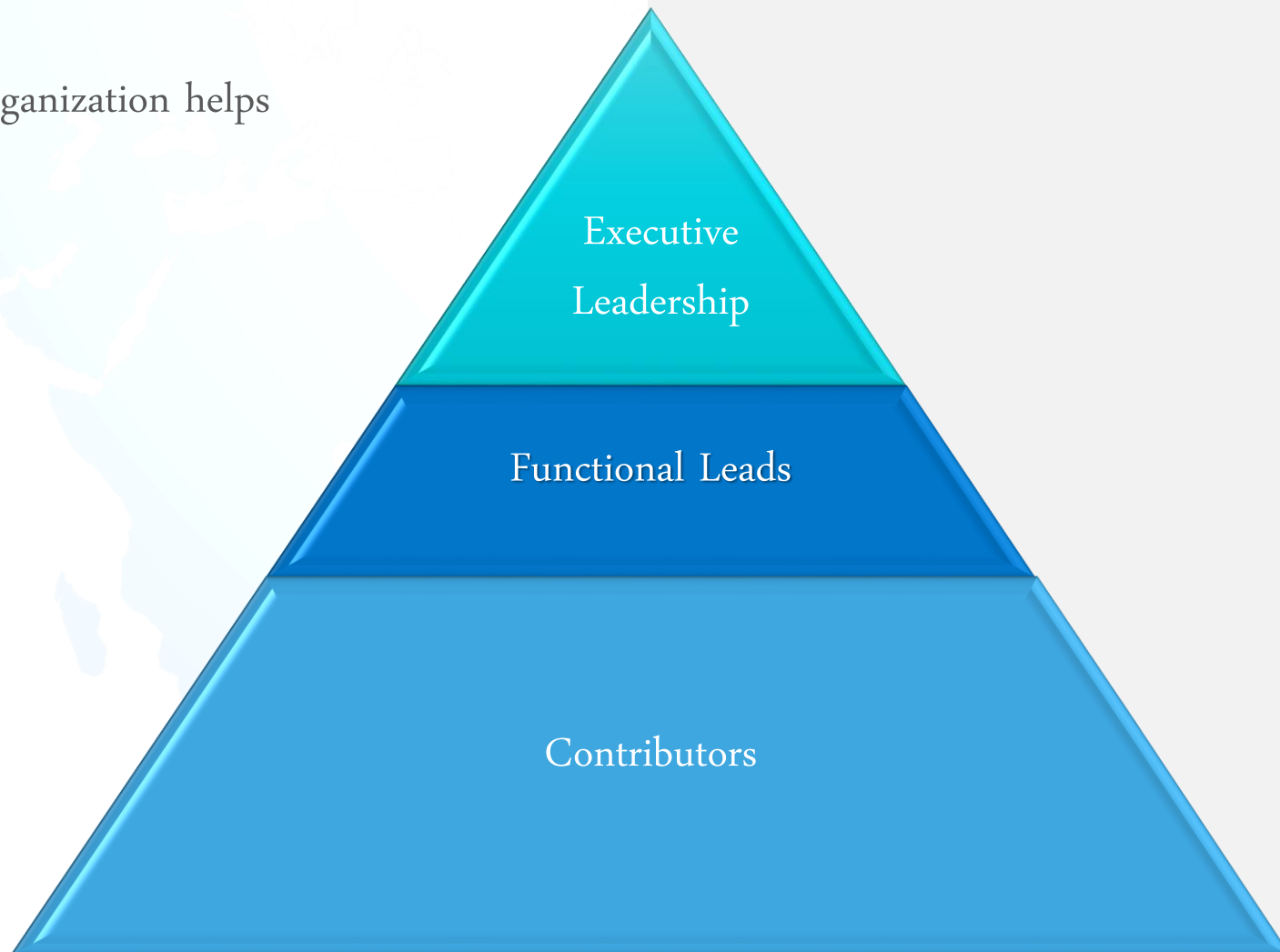
Where the program can improve

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
<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Kaizen integration of EHS&E • EHS and ELT integration • Merit tied to EHS 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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			
1	Develop a plan on to conduct EHS training by defining the how, who and the what.	Policy	Process	Procedure	Training
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				

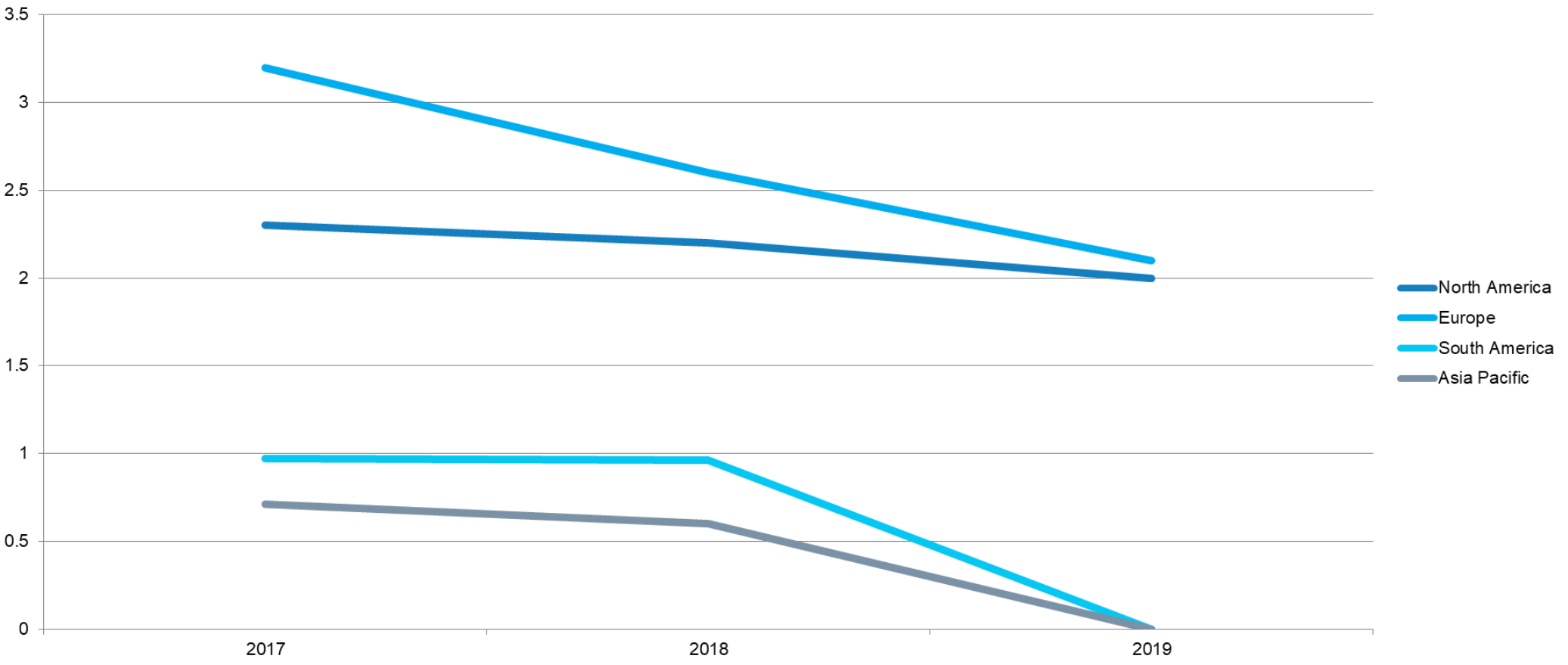
SET SMART GOALS WITH COST



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



DURA Site Performance Dashboard

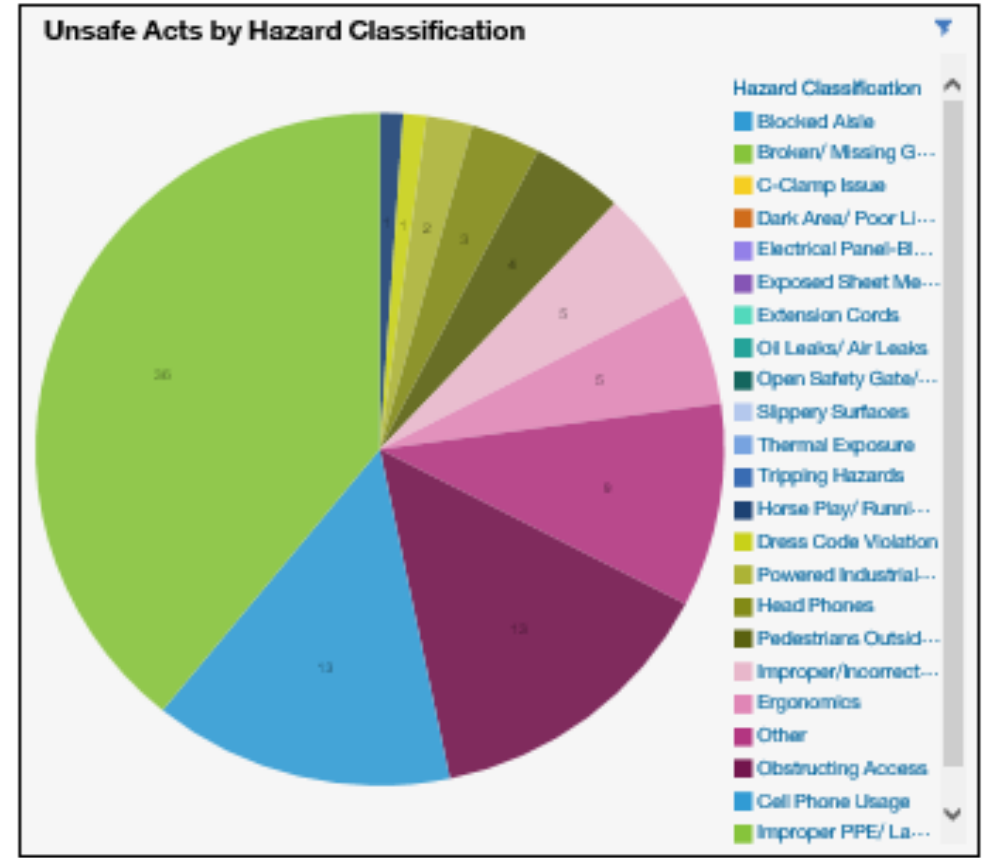
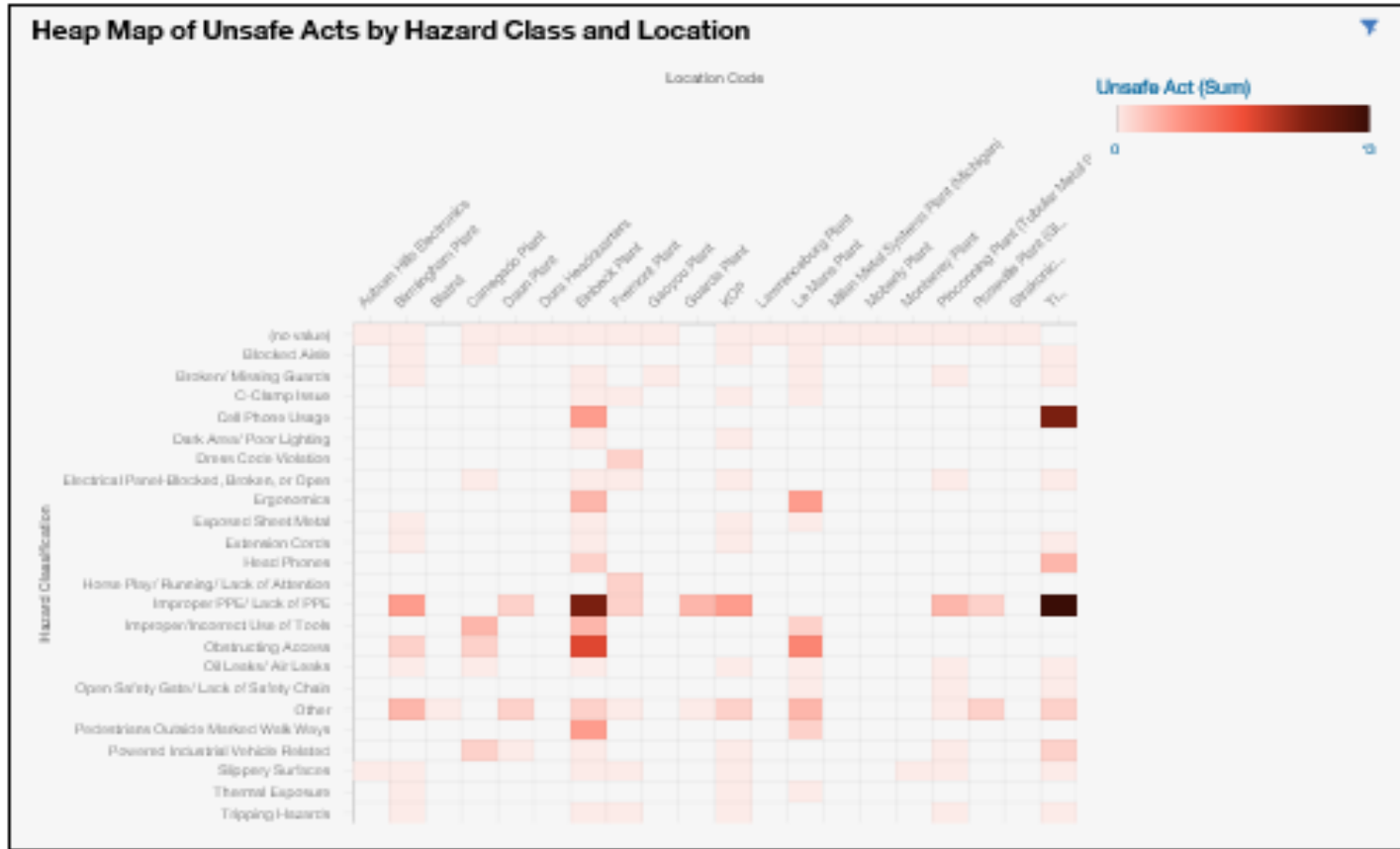
Calendar Year: 2019

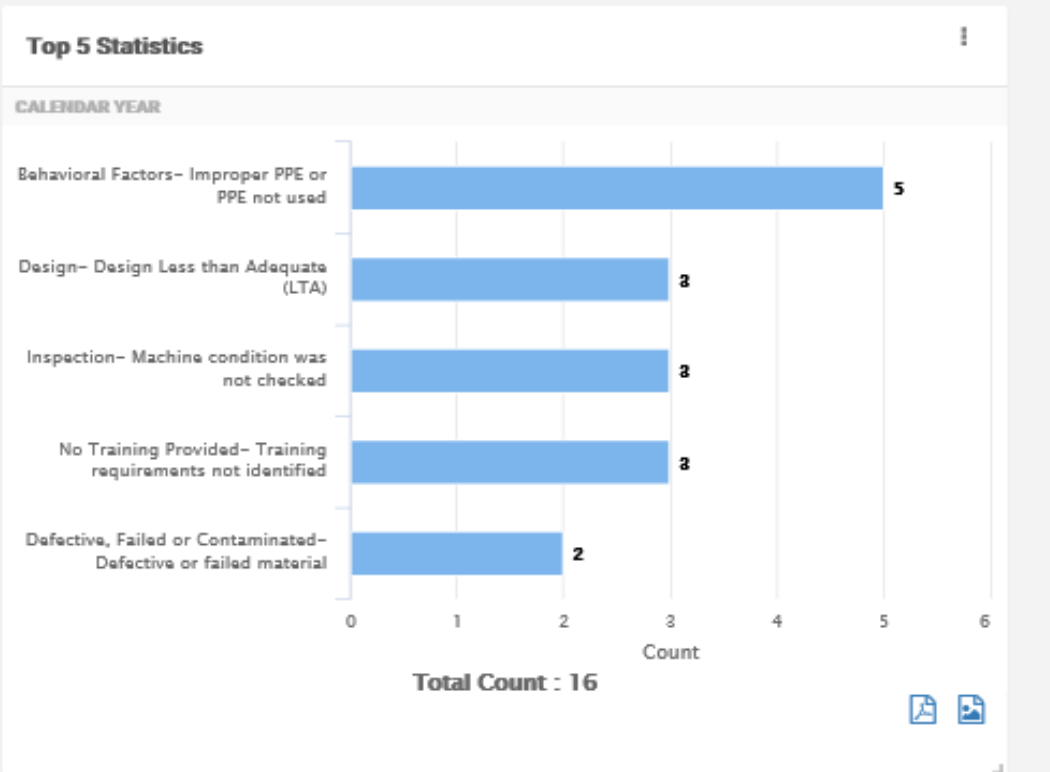
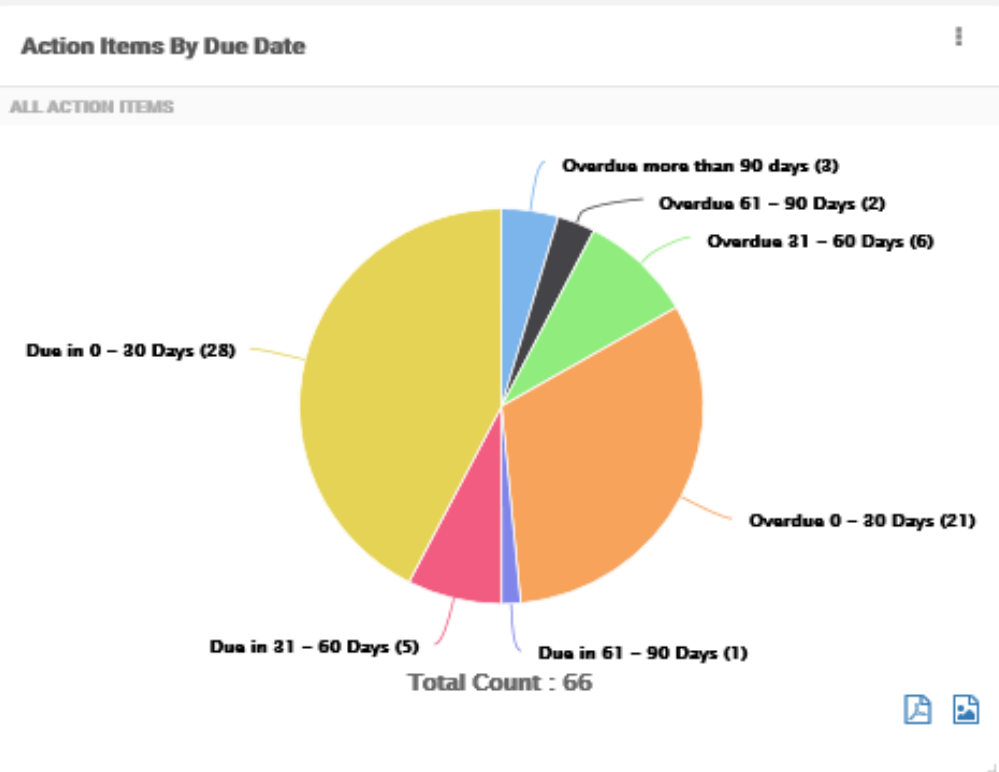
Level 0 Name: Dura Autom...

Level 1 Name:

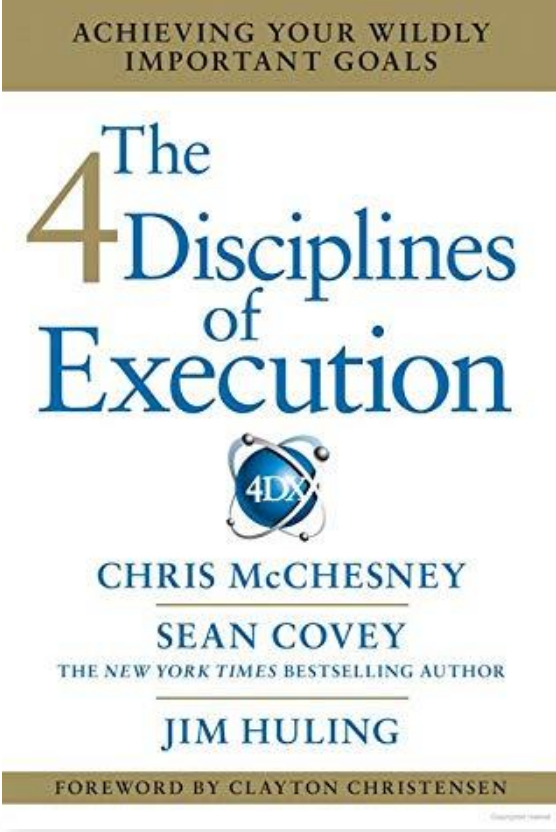
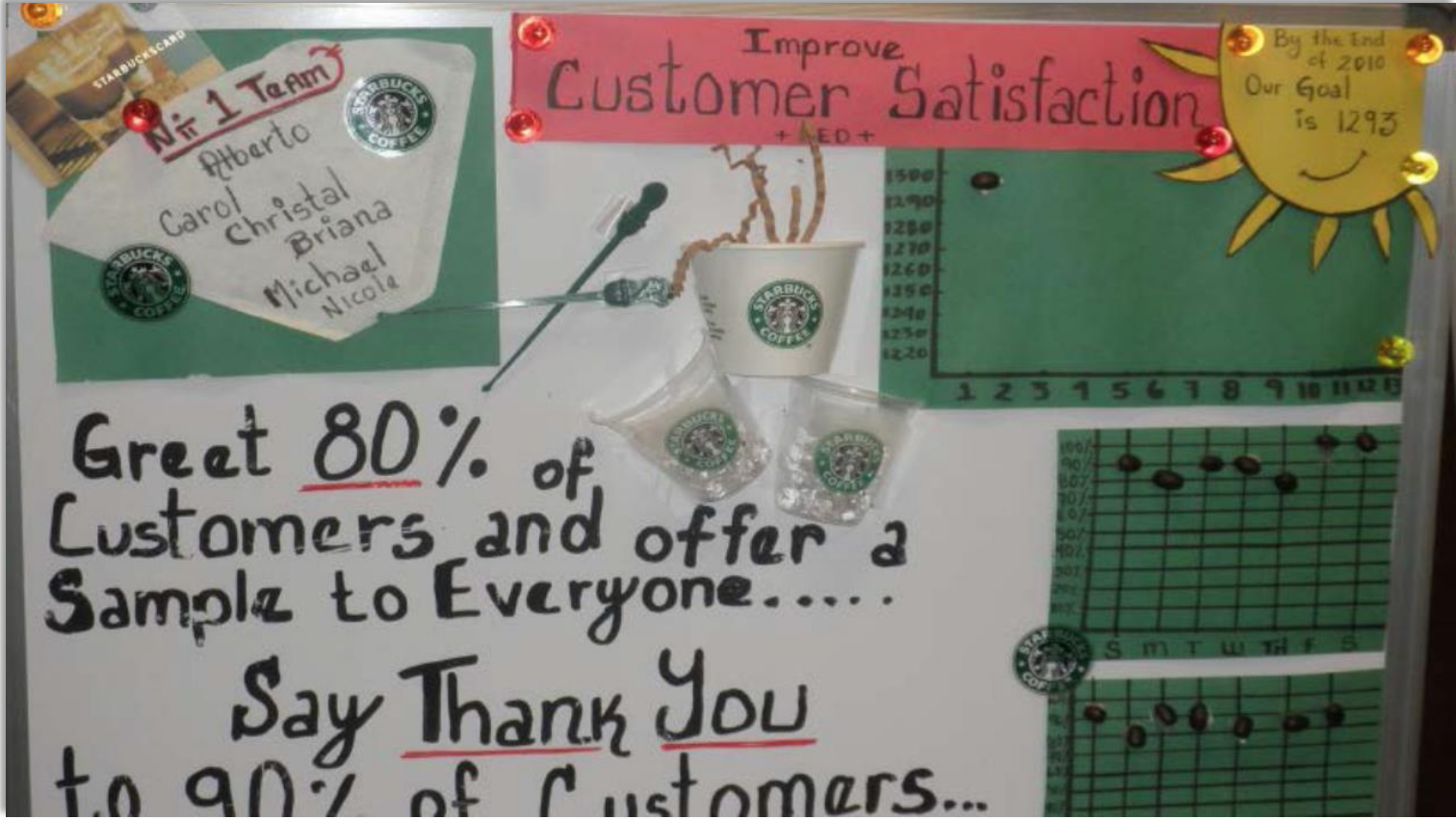
Drag and drop data here to filter all tabs.

Safety Measures **IMS Data**





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

80%
DAY TO DAY
WHIRLWIND

20%
TEAM GOALS
& COMMITMENT

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

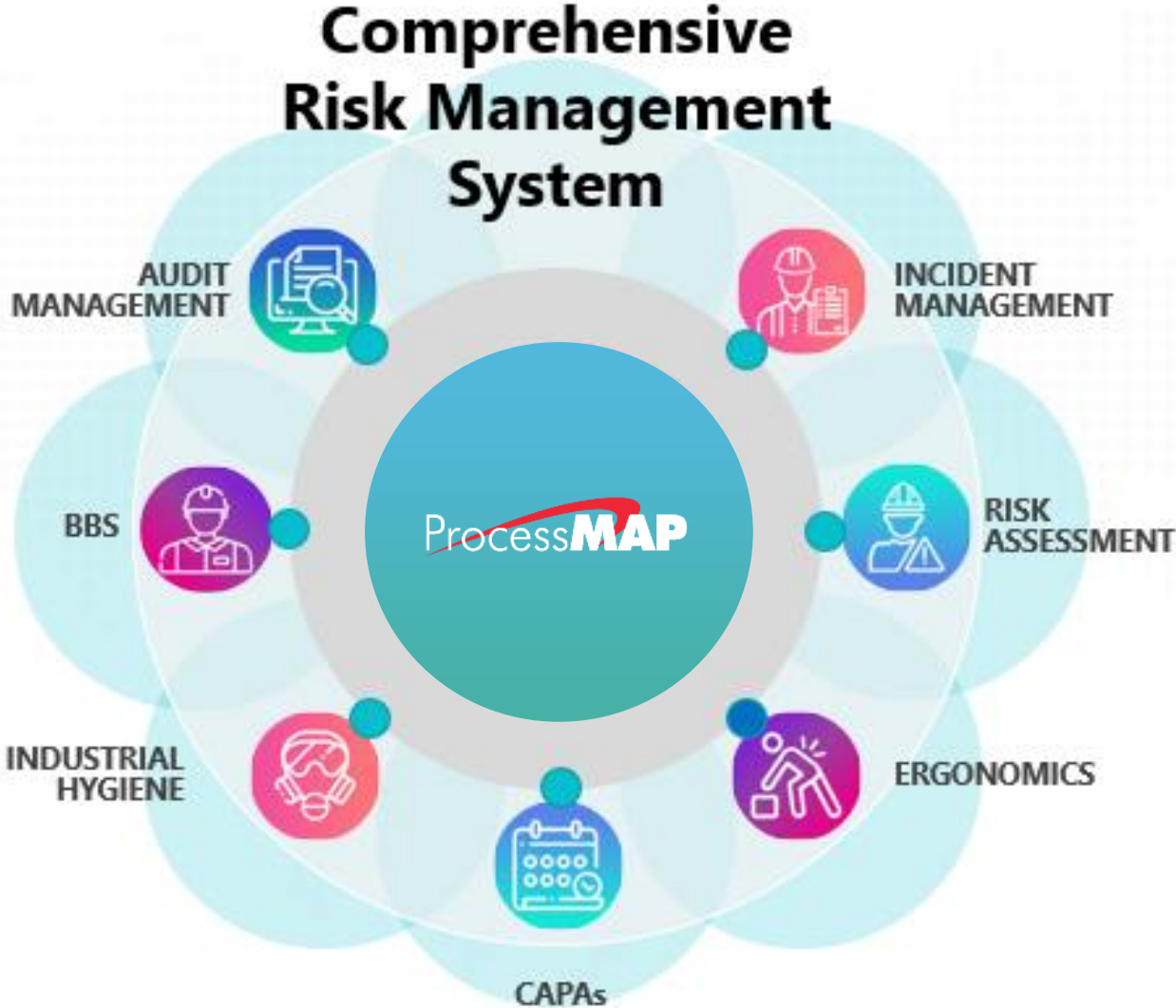


The background features a circular arrangement of business-related icons including a bar chart, a cloud, a laptop, a server, and a group of people, all in a light blue color. A prominent red swoosh underline is positioned behind the word 'MAP' in the title.

Process**MAP**

Leveraging
Technology to Set
Strategy and Monitor
Progress

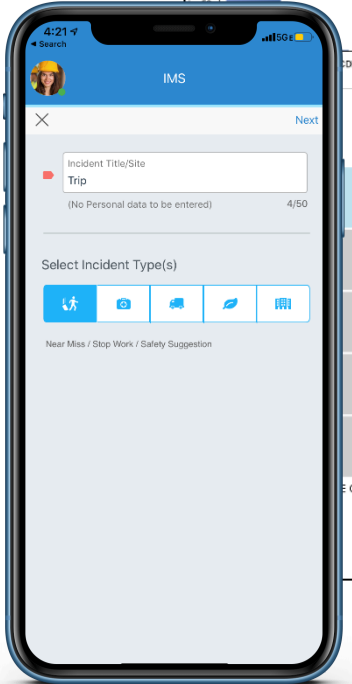
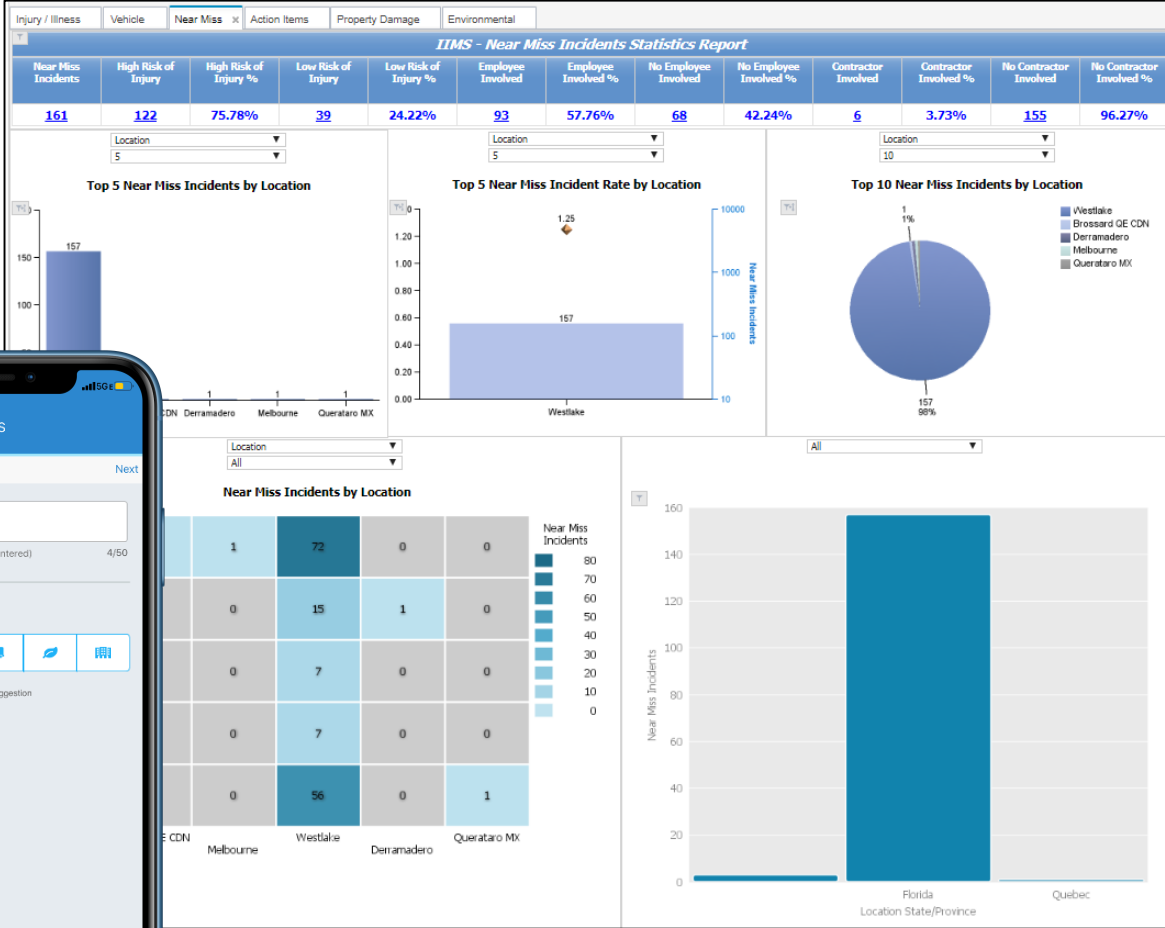
Risk Management Tools & Strategies



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				

Task/Activity Description	Hazard Details	At Risk	Controls	Notes/Comments	Initial Risk Rating				Further Controls/Actions Required	Residual Risk Rating				Hazard Image
					F	L	H	RR		F	L	H	RR	
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	
														

ProcessMAP Newark, New Jersey

Risk Assessment | Replacing Tote Bin Type: Job

Assessment Setup
Last updated by Tina Duffy
Oct 07, 2019 @ 01:53 PM

Tasks / Hazards
Last updated by Tina Duffy
Nov 06, 2019 @ 03:02 PM

Action Items
Last updated by Tina Duffy
Nov 06, 2019 @ 09:14 AM

Approval
Draft

Documents
Last updated by Tina Duffy
Nov 12, 2018 @ 12:17 PM

Import Tasks Delete Sequence Copy + New

Task/Activity Title	Hazards	Initial Risk Rating	Initial Risk Level	Residual Risk Rating	Residual Risk Level	Controls	Action Items	Documents	Task Status
Place tote bin on top of mother bin	1 Impact Hazard	84	II - Medium	84	II - Medium	Yes	1	1	Active
Remove tote bin cap and foil seal	1 Ergo - Shoulder Ex...	75	II - Medium	30	I - Low	Yes	1	1	Active
Attach flex hose to tote bin	1 Leak	45	I - Low	36	I - Low	Yes	0	1	Active
Open valve on tote bin	1 Chemical Spill	45	I - Low	45	I - Low	Yes	0	1	Active
	2 Overfill/crossover	45	I - Low	45	I - Low	Yes	0	1	

Risk Management Tools & Strategies

Ergonomic Assessments

- NIOSH Lifting Equation
- Strain Index
- Additional Analysis Types

ProcessMAP Assessment Report


Assessment Details

Assessment ID	US-Westlake-18-ERGO-002
Assessment Title	Palletizing
Job/Similar Exposure Group	
Department	Assembly
Work Area	Line 1
Task	Palletizing Boxes
Job Classification / Title	Operations
Task Classification	Routine
Job Description Summary	
Shift	A
# of Employee Performing Job	2
Status	Open

ProcessMAP powered by ProcessMAP

Home / Modules / Ergonomics / Manage Assessments

Neck & Shoulders




Force: Mod 5

Frequency: Mod 5

SubTotal: 10

Trunk Twist & Bend



Force: Mod 5

Frequency: Mod 5

SubTotal: 10

Object lifted	Weight Of Load	Score	Risk Interpretation
N/A	N/A	1.688	Probably Safe
Box	28 lbs	1.272	Ergonomic Controls Required
Box	28 lbs	59	NIOSH Lifting Required
N/A	N/A	50	Strain Index Required

Assigned By	Status
Tina Duffy	Closed
Tina Duffy	Closed

Additional Comment

Risk Management Tools & Strategies

Corrective and Preventative Actions (CAPAs)

- Prioritization of CAPAs
- Manage to Closure

The image displays the ProcessMAP software interface, which is used for managing corrective and preventative actions (CAPAs). The main view is a calendar for November 2019, showing action items scheduled for various days. A mobile app view is overlaid on the left, showing a list of action items with details such as due dates, assignees, and status.

ProcessMAP Interface Details:

- Header:** ProcessMAP logo, user profile (Newark, New Jersey), and navigation icons.
- Navigation:** Home, Insight, Modules, Apps.
- Calendar View:** Shows a weekly calendar for November 2019. Action items are listed by day:
 - Monday (4):** LOTO Plan
 - Tuesday (5):** Replace Check Valve, Shipment Inspection, Work Instr...
 - Wednesday (6):** Quality Compliance Audit, [Finding] No evidence of opera...
 - Friday (8):** Guard Installation, Management of Change
 - Saturday (9):** [Finding] Annual LOTO Audits, [Finding] Machine Guarding Ina...

Mobile App View (Action Items List (943)):

- Item 1:** Use Safety Glasses. Due 30 d. John Doe. Status: Verified. Priority: Low.
- Item 2:** Use Immediate First Aid. Due 30 d. John Doe. Status: Verified. Priority: Low.
- Item 3:** Remove leaked tank. Due 30 d. John Doe. Status: Verified. Priority: Low.
- Item 4:** Clean oils. Due 30 d. John Doe. Status: Verified. Priority: Low.
- Item 5:** External party audits. Due 25 d. Tina Duffy. Status: Verified. Priority: Medium.
- Item 6:** Supervisor Expectations and Re... Due 7 d.

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	

The screenshot shows the ProcessMAP software interface. The top navigation bar includes the ProcessMAP logo, user location (Newark, New Jersey), and a user profile. The main content area is titled "Sample Dashboard Summary" and contains several key metrics:

- IH Log Number:** 101277
- Sample Date:** Aug 27, 2019
- Equipment and Controls:** Air Monitoring Pump
- Sample Status:** Results Approved
- CIH Review:** Gregory Monzo
- Personnel Type:** Employee
- Department:** Assembly
- Employee Notification Reports:** IH Summary Report (Approved Samples can not be edited)

Below the summary, there are expandable sections for "Sample Details", "Employee Details", "Equipment And Controls", "Sample Result", and "Root Causes". The "Sample Result" section is expanded, showing a table with the following data:

Substance/Agent	Adjusted OEL	Sample Result	Category
Benzene	1.60000 MG/M3	1.80000 MG/M3	Over Standard

At the bottom of the interface, there is a "CIH Information" section with the following details:

Approved	Approved Date: 27 Aug 2019	Approved By: Gregory Monzo
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Risk Management Tools & Strategies

Behavior Based Safety (BBS)

Observations

- Unsafe Behaviors
- Feedback
- Corrective Actions

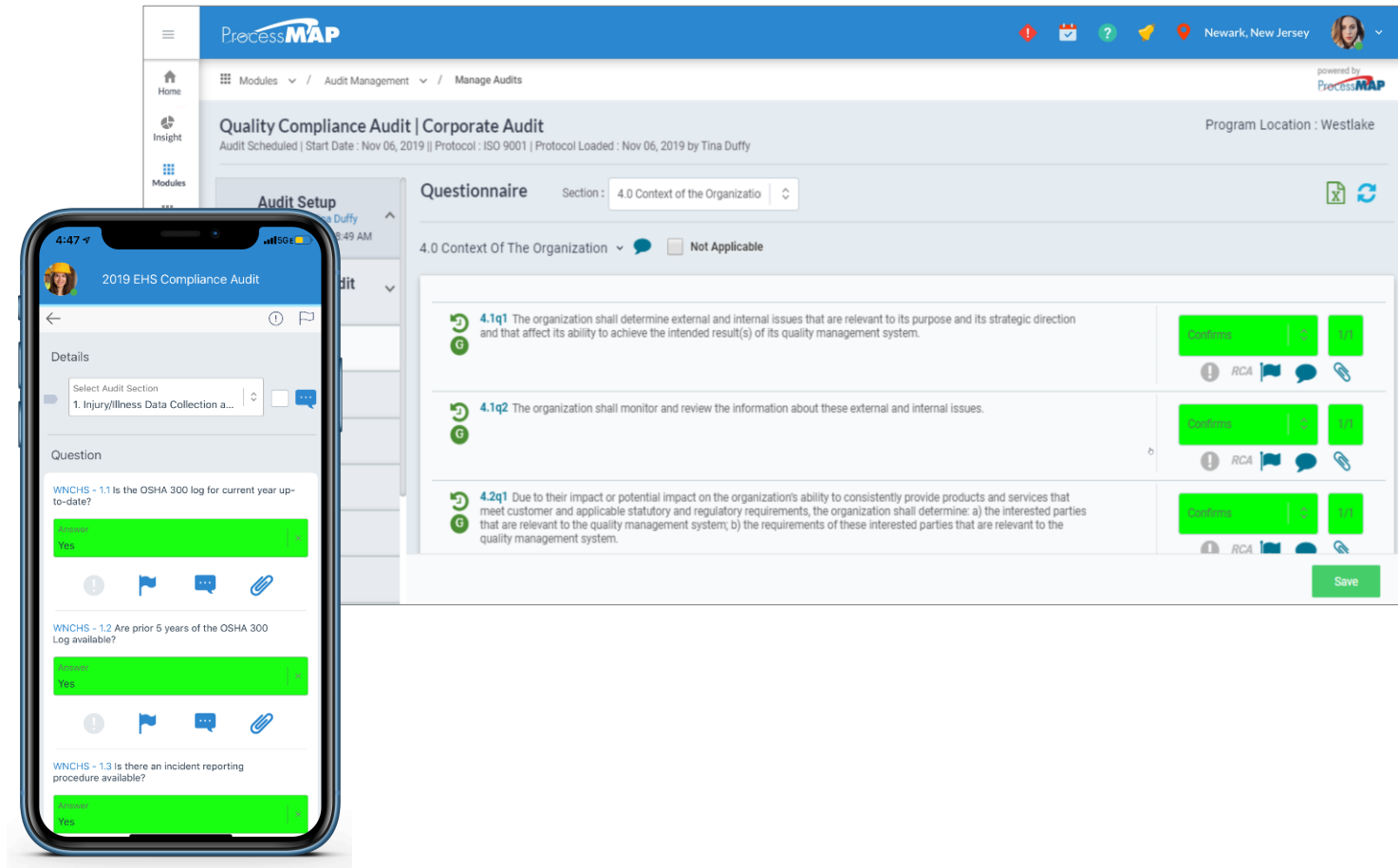
The image displays the ProcessMAP software interface. The desktop view shows an 'Observation List' table with columns for Facility, Obs Date, Reported By, Observers, Work Area Name, Shift, Comments, Safe, At Risk, Total, View Observation Report[PDF], View Observation Report[Excel], and Observation Type. The mobile app view shows a 'Report Observation Data' screen with sections for 'Observation Details', 'Behaviors Information', 'Procedure', and 'PPE'. Each section includes a description of the behavior, a 'Feedback Provided?' checkbox, and a status bar with counts for Safe, At Risk, and N/A.

Facility	Obs Date	Reported By	Observers	Work Area Name	Shift	Comments	Safe	At Risk	Total	View Observation Report[PDF]	View Observation Report[Excel]	Observation Type
	08/23/19	Observer	Peter Beck	Craft Observati...	Morning (7 AM - ...		38	52	90			Group
	08/08/19	Observer	Peter Beck	6S Housekeeping	Afternoon (3 - ...		22	3	25			Group
	08/08/19	Observer	John Adams	Finished Goods ...	Morning (7 AM - ...	Safe	8	0	8			Peer To Peer
	08/16/19	Observer	De Abc	Warehouse Mater...	Morning (7 AM - ...		6	1	7			Peer To Peer
	08/15/19	Observer	Ashley Bennett	Craft Observati...	Morning (7 AM - ...		18	0	18			Peer To Peer
	08/12/19	Observer	Gregory Monzo	6S Housekeeping	Afternoon (3 - ...		16	1	17			Peer To Peer

Risk Management Tools & Strategies

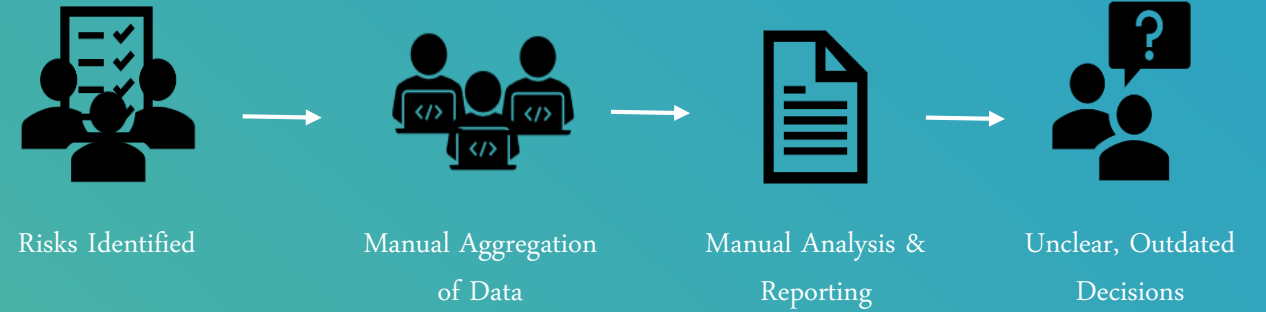
Audits & Inspections

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



Common Risk Management Process

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



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



Risks
Identified

Visibility



Automated
Alerts &
Actions



On Demand
Reporting

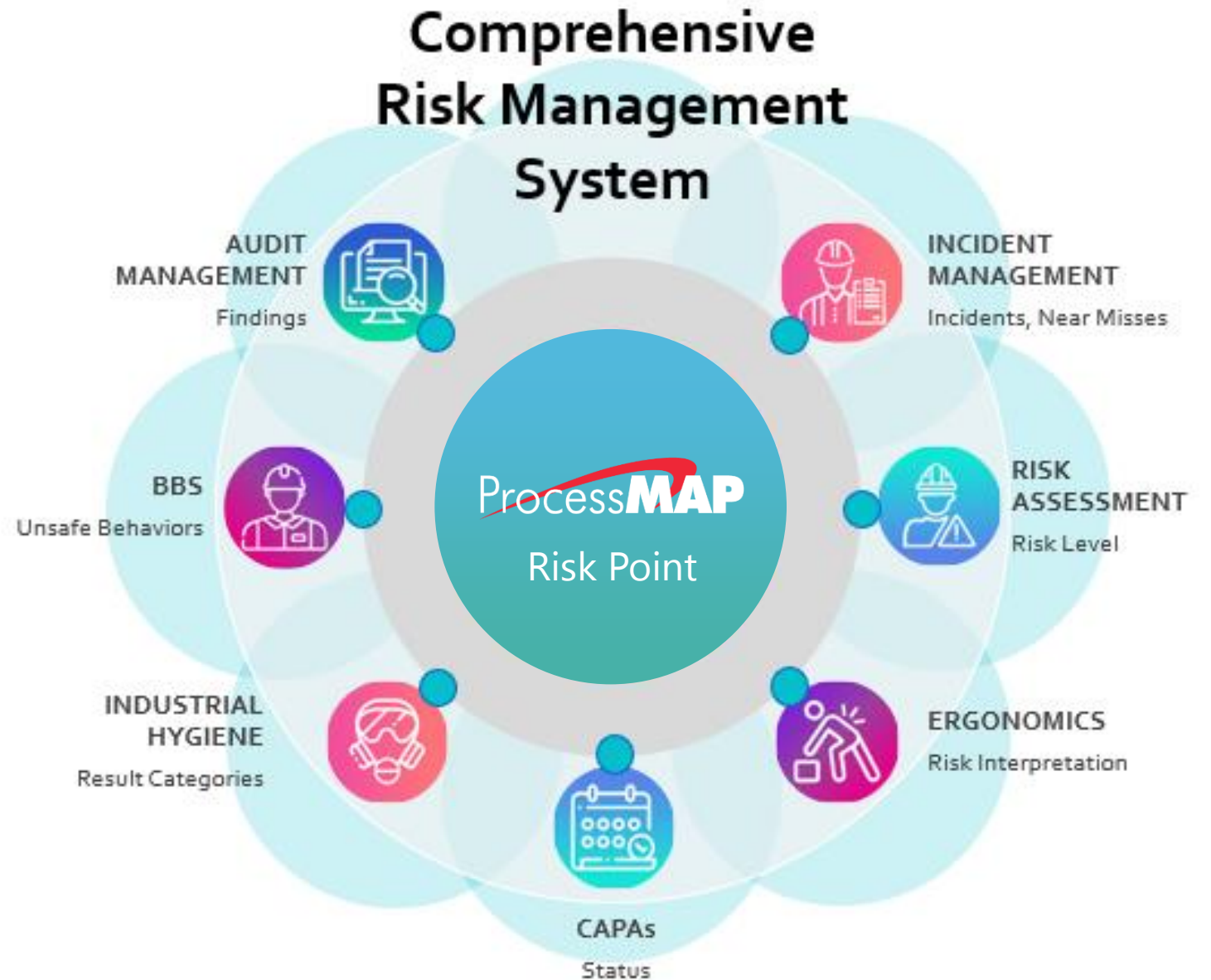


Informed
Decision
Making

Comprehensive =
Manage Risks Across
Activities, Areas, &
Locations

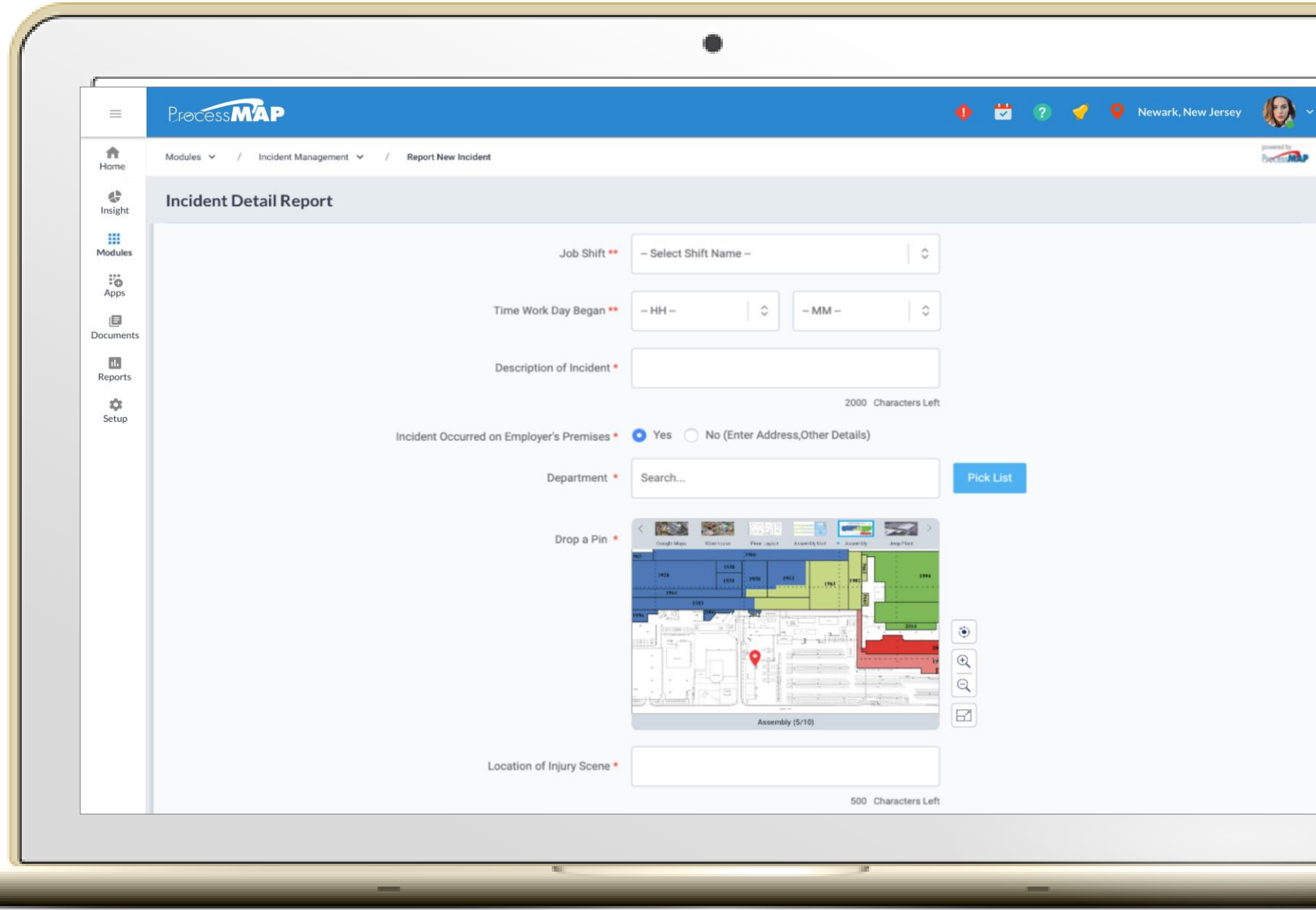
ProcessMAP Risk Point 2.0

- 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



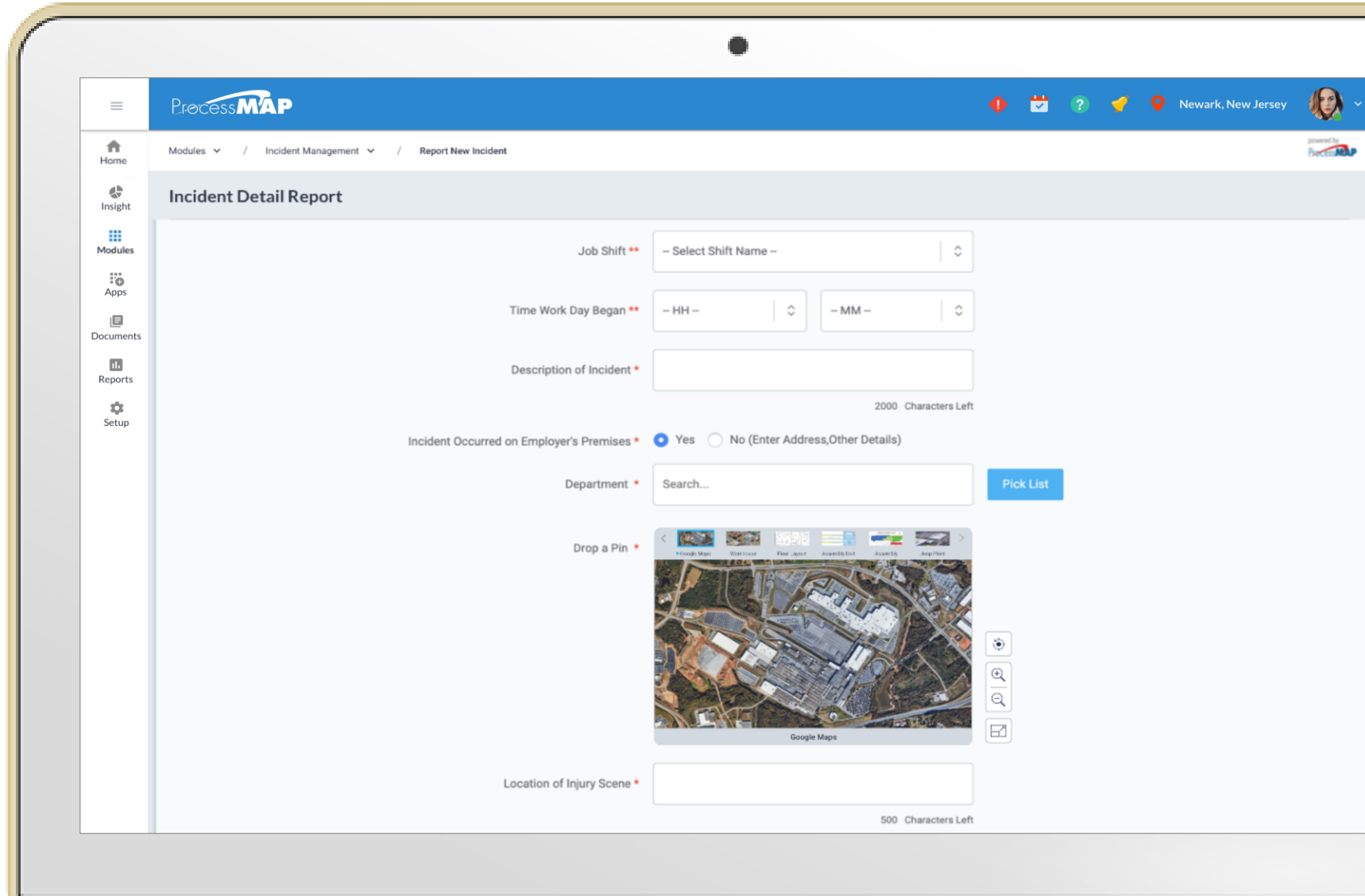
Identify Location

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



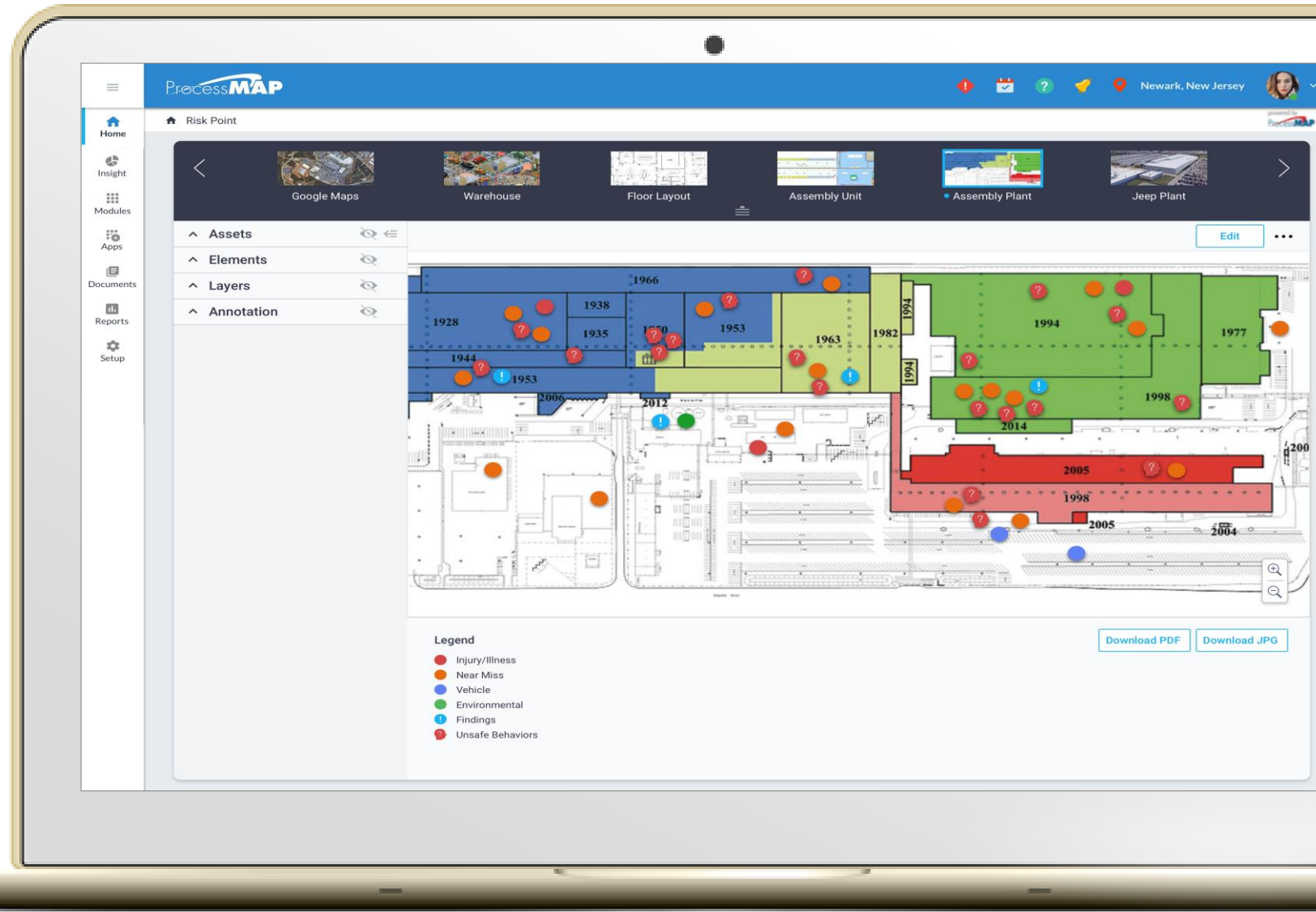
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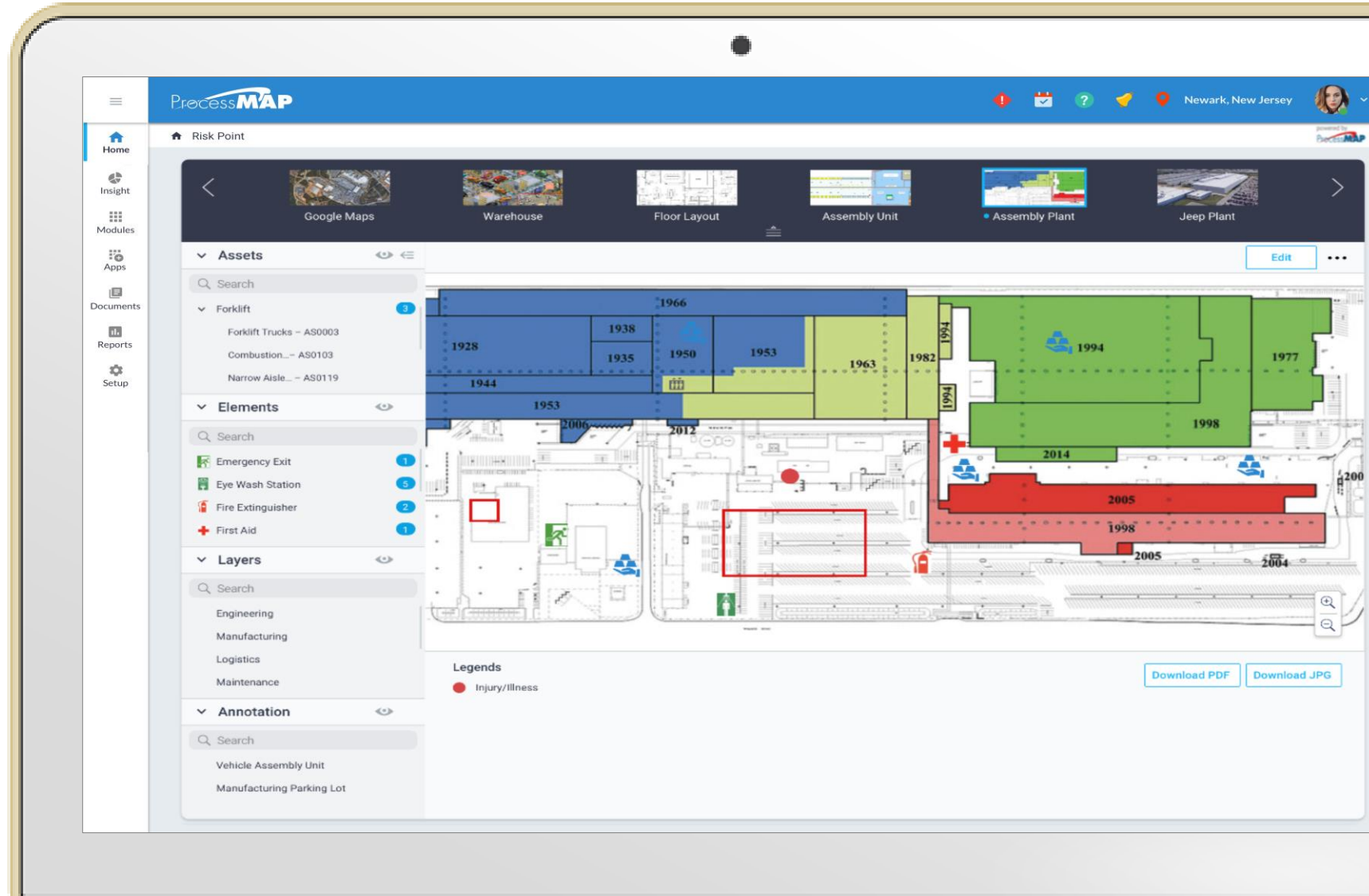
Visualize Risk Concentrations

- 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



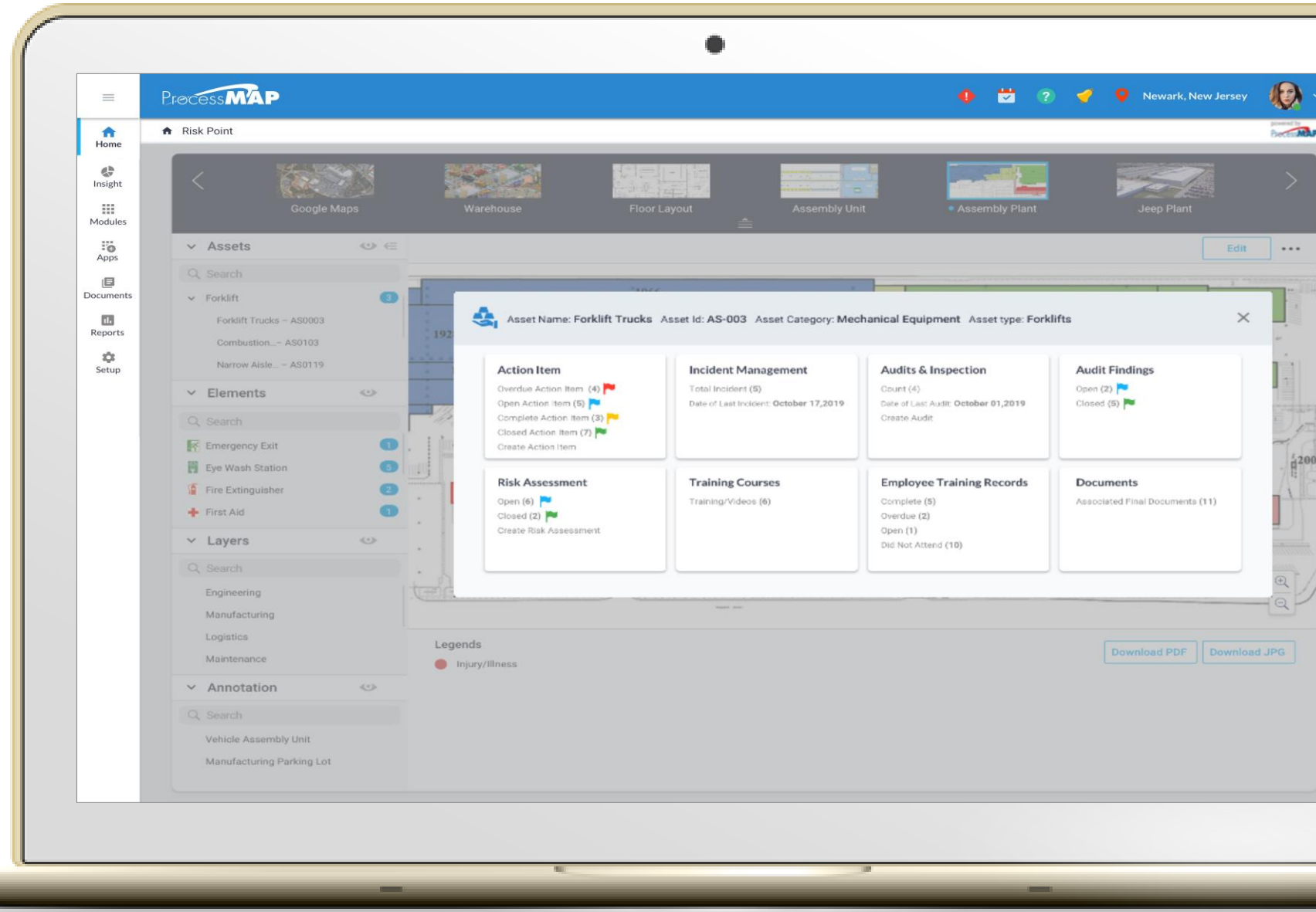
Identify Elements and Assets

- 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



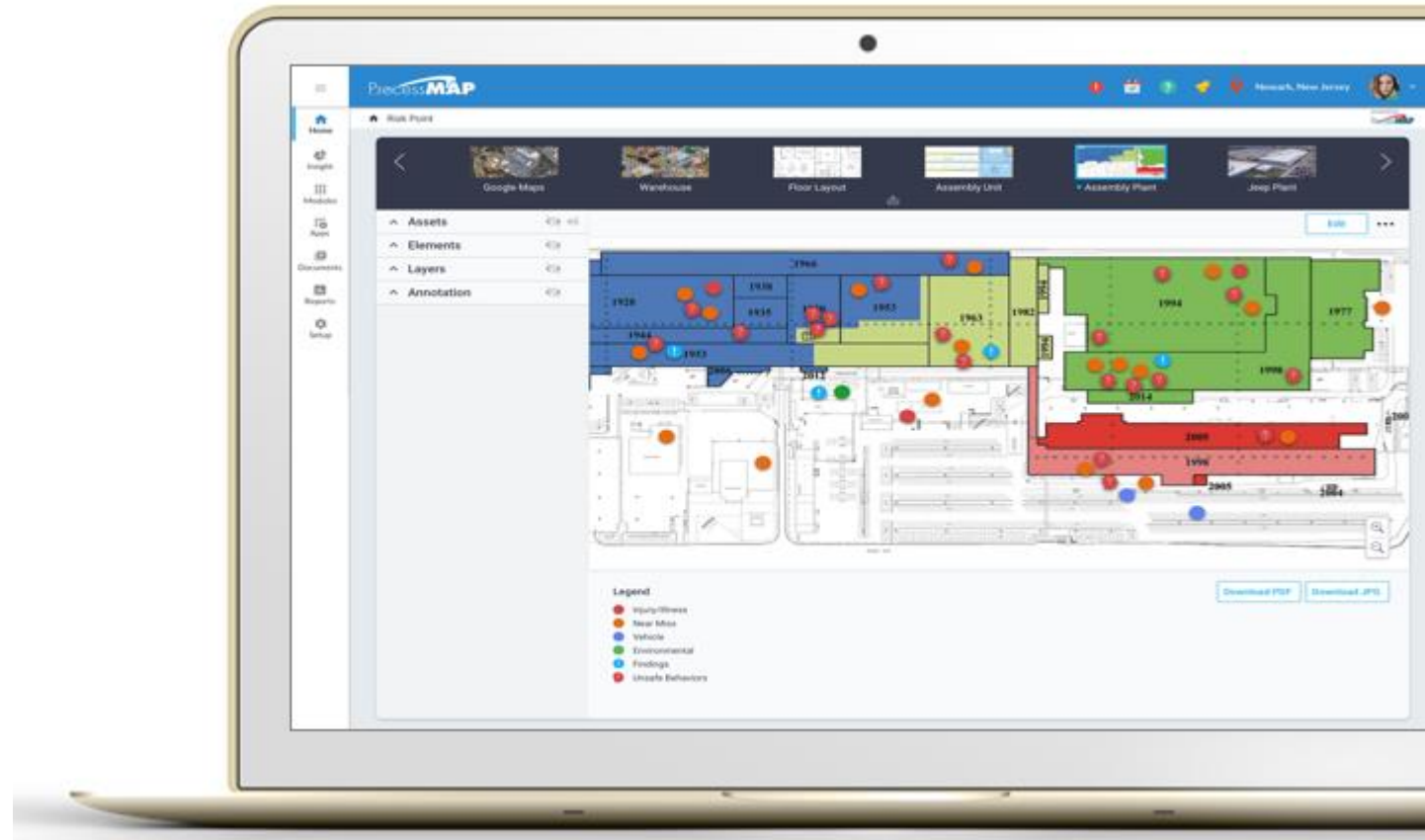
Automation of Processes



On Demand Reporting



Informed Decisions





Thank you

Visit www.processmap.com for additional resources on EHS Information Management