

SUCCESSFUL EHSMIS IMPLEMENTATION

Change Management - End User Acceptance

Presented by
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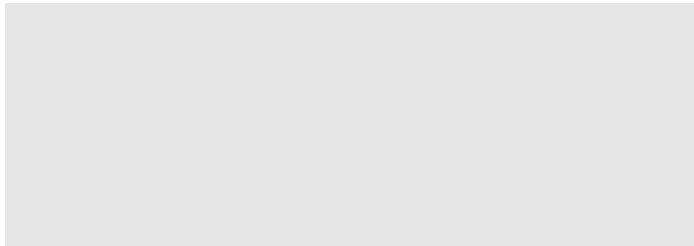
- **Manufacturer of self-adhesive base materials, office products, labels, tags, retail systems and specialty chemicals**
- **Founded in 1935**
- **\$4.8 billion sales (2003)**
- **20,550+ Employees**
- **Operates in 39 countries; more than 200 manufacturing facilities and sales offices worldwide**
- **Active Product sales in 89 countries**
- **Fortune 500 ranking: 384**



- **Corporation moving from decentralized to centralized**
- **EHS structure & organization - “cooperative distributed network”**
 - Corporate staff of 5
 - Group staff of 11
 - Facility staff of 52
- **Strong alignment with company culture and business strategies**
- **Strong reliance on MIS systems to manage EHS Program**

- **What has Avery learned from 10 years of doing EHS MIS work**
 - Keys to success
 - Paths to failure
- **What have others in the audience learned about doing EHS MIS work**
- **Questions and Discussion**

- **Avery first created databases in 1994/95**
 - 3 simple ones - Just to get going
 - 3 higher functionality ones - Things we needed
- **Now we have 12 active databases**
 - All Avery's databases are custom built
 - All on a Notes/Domino platform
 - Databases are integrated



- Documents^I
- Resources^I
- Deficiencies Management (“Audit”)^F

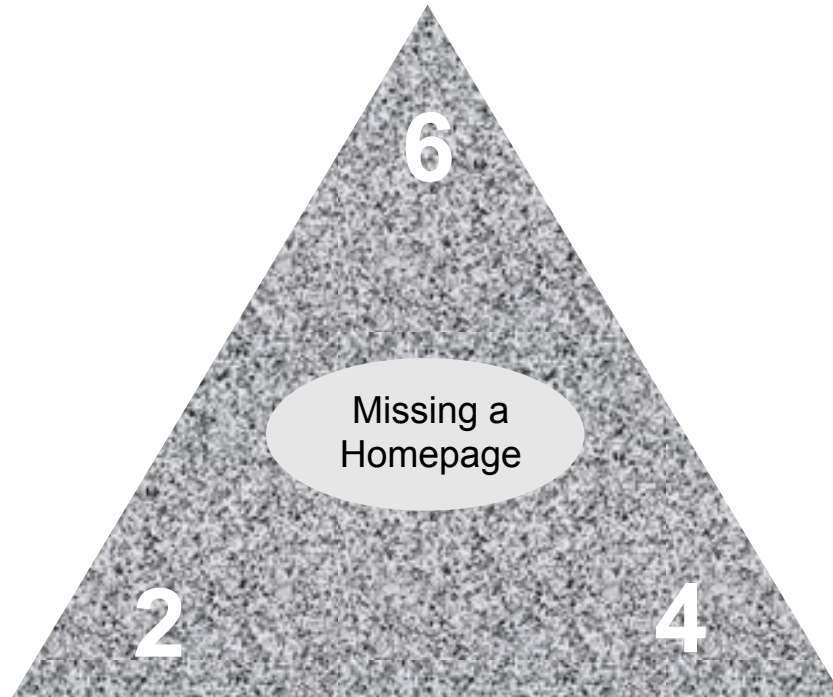
- Incident Management^F
- Knowledge Sharing^I
- EHS Council^W
- Health & Safety Leaders^W
- TSCA^F
- RAPD^F
- EHS Liabilities Management^F
- Document Management^I
- Acquisition Divestiture^F

I = Information Database
F = Function Management Database
W = Workgroup Database



Manage Functions

Work we were doing or needed to do



High Functionality
Need more development & training
More complex
More need for user buy in



Limited function
Quick to develop
Minimal training
Low need for user buy in

Workgroup Communication

Share information between members of working groups

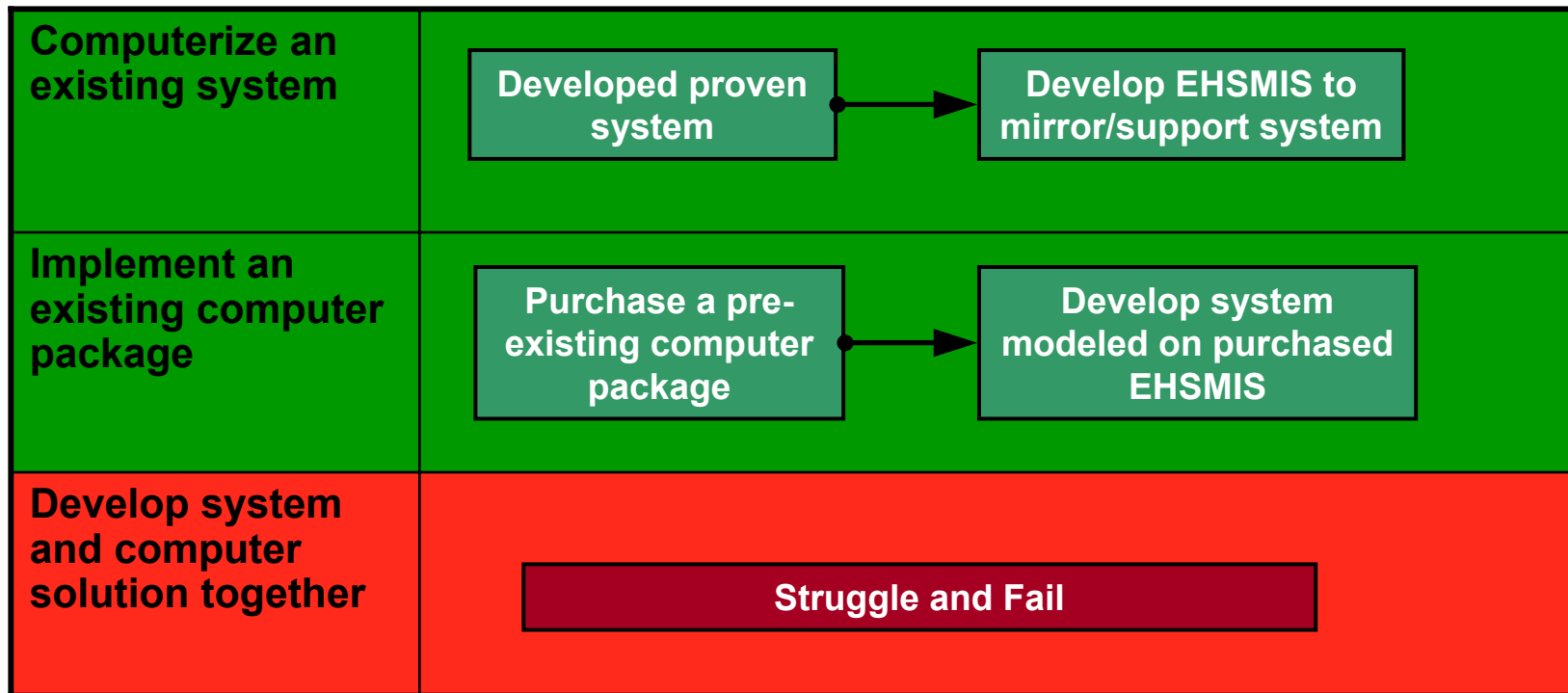
Present Information

Policies, Process Guidelines, Best Practices etc.

- **Financial Costs**
 - Find a way to buy the system
- **Emotional Costs**
 - EHS MIS takes energy to develop and implement
 - Costs highest during development and rollout than ongoing maintenance
- **Political Costs**
 - Do you have to trade favors?

- **What is the purpose of the system.**
 - Be able to articulate why you are implementing EHSMIS system(s)
- **What systems within your corporation can you piggy back on.**
 - EHS is not an MIS trailblazing organization
- **Is there a overarching hook**
 - Sarbanes-Oxley
 - Product compliance
 - Management Systems (ex ISO)
 - Customer requirements

What type system you are trying to implement?



- **Know your customer/audience**
 - Give the customer things they need rather than things they should have.
 - Generally you will have more than one type of user. Each one will need different things from the EHSMIS
- **Know the value of the EHSMIS**
 - To you
 - To your organization
 - To different types of end user
 - To the corporation

- **Get more value from the system than any single other user.**
- **Give the user at least one thing of monumental importance.**
 - Find their pain and eradicate it.
- **Make the user interface clear and easy**
 - Users do not want to become technology experts.

- **Make sure the corporate infrastructure can support the EHSMIS**
 - Users won't use what they can't access
- **Capitalize on other company wide efforts**
- **Find an IT buddy on the inside**
 - Someone to help you work the system

- **Do not try to justify the system on financial costs savings (do it only if you have to -- and only once)**
 - Financial cost of EHSMIS systems tend to be high when compared to cost savings
 - Alternative justifications: Increased efficiency, easier more widespread access, improved records retention, more reliable institutional memory
- **Do not make the user angry**
 - Do not make more work for the user
 - Don't take away things the user already has and values
- **Do not live on the “bleeding” edge**
 - “Sliced up” users will abandon you.
- **Do not overextend**
 - Users will be frustrated if you can't deliver

- **Stakeholders & Users are satisfied**
 - EHS department, EHS company wide, General employee, management, Law department, Finance,
- **EHS MIS is viewed as the place to gain knowledge.**
- **Peers want to use or copy your EHS MIS.**
- **Other functions outside of EHS want to use or copy your EHS MIS**
- **It is better than they ever thought it could be**

Most Important things you have done

Do this for “guaranteed” success

“I’d tell my best buddy this.”

Most important things to NEVER do

“Guaranteed” to fail if...

“I’d never do that again”

