

# Maintaining the EHS Edge at John Deere

*Mike McGuire*

*Manager, Environmental Control*



JOHN DEERE

**Environment**

# AGENDA



- Who is John Deere
- Environment & Safety at John Deere
  - Metrics – Leading & Lagging
  - Sustaining Performance
- Questions & Answers

# John Deere Today



Note: John Deere Landscapes (295), Nortrax (49), & Ontrac (23) locations not shown.

24 August 2005

# Agricultural Equipment



**\$9.7 Billion in Sales**

**World's premier farm machinery manufacturer**



**Safety & Environment**

# Construction & Forestry Equipment



**\$4.2 Billion in Sales**

**A leading producer of construction equipment  
for utility markets**

# Construction & Forestry Equipment



**World's premier producer of timber-harvesting equipment**

# Commercial & Consumer



**\$3.7 Billion in Sales**

**The leader in premium turf-care equipment and work vehicles**



**Safety & Environment**

# Commercial & Consumer



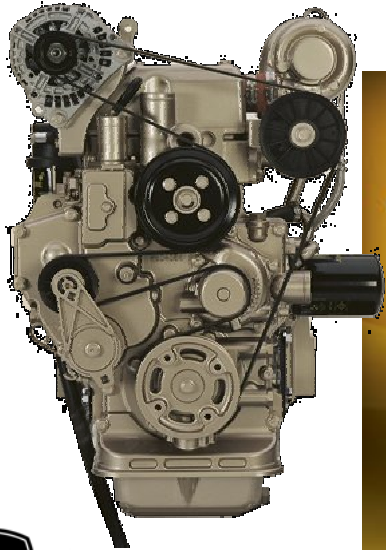
**Affordable, hard working lawn and garden tractors**



# Power Systems

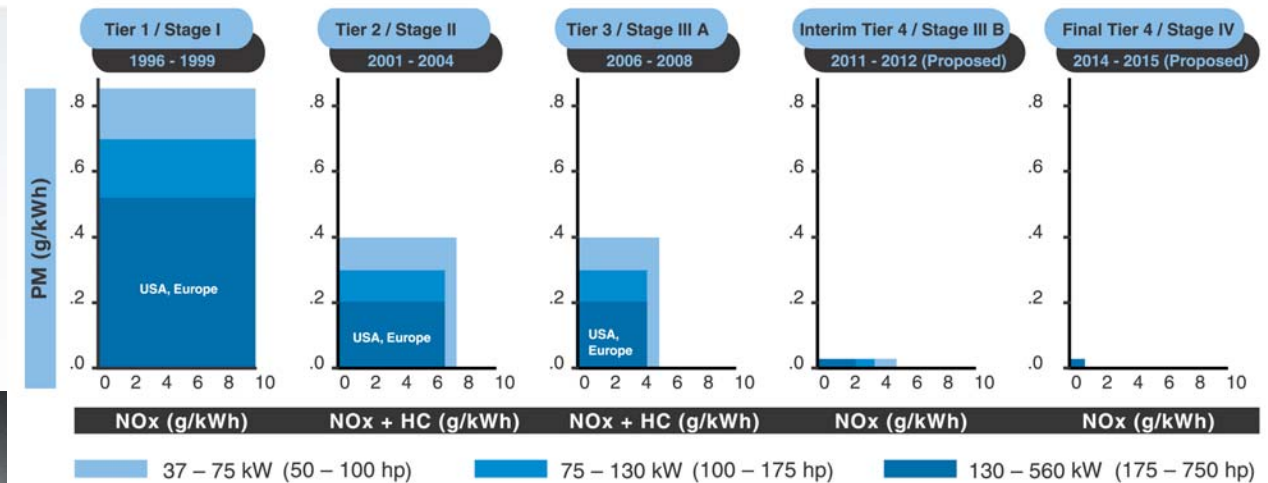
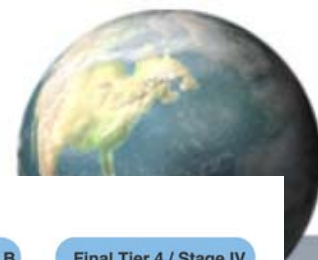


Diesel engines power equipment that ranges from 19-600 hp (14-448 kW)



**Safety & Environment**

# Power Systems



- An established leader in meeting off-road emission regulations
- Well-planned approach to meeting performance needs while meeting emission regulations

# Technology Services



## Electronic controls for John Deere products

# Parts and Logistics



**Major provider of equipment parts,  
accessories, John Deere merchandise and  
aftermarket support**

# Our Long Term Goal:



**Zero** On and Off the Job  
injuries and Illnesses.



# *The John Deere Magazine*, a company publication produced between 1918-1921, pointed out...

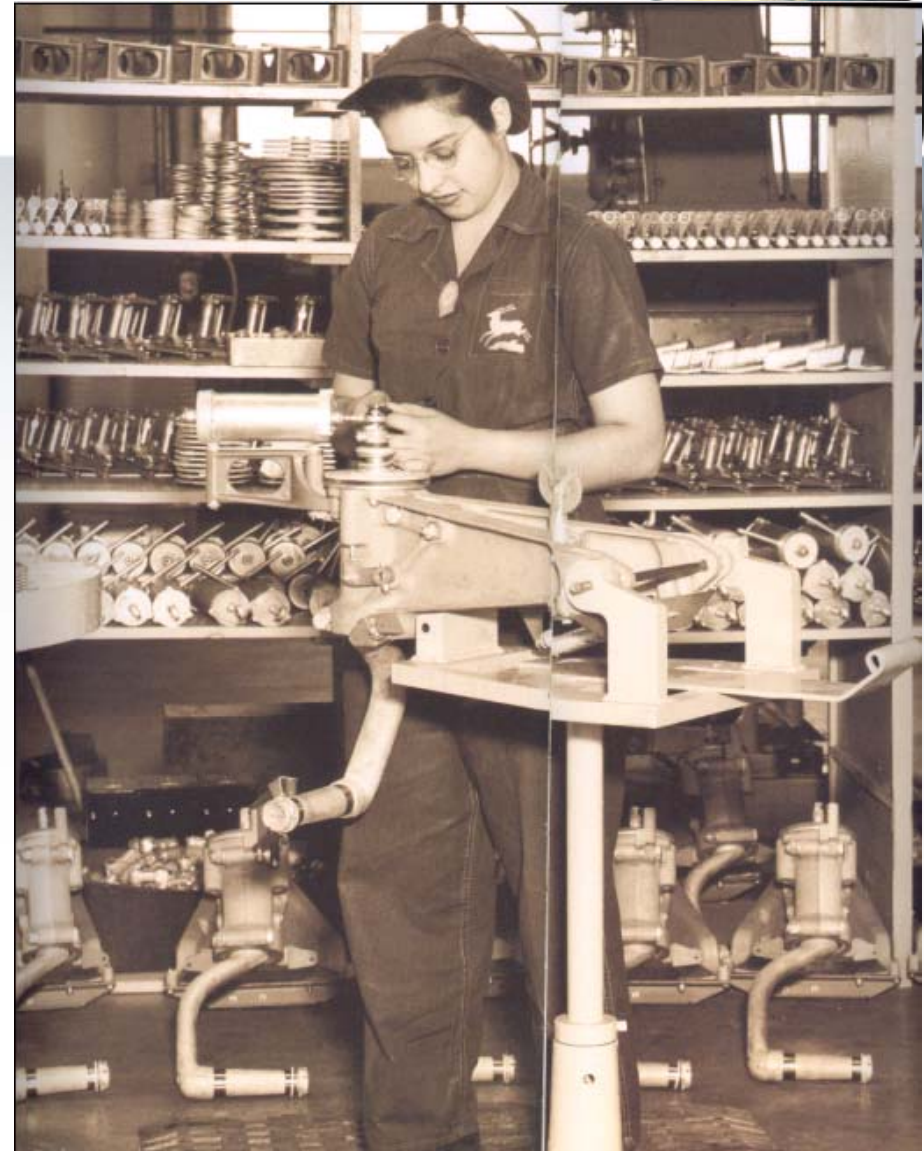


*“Not only in our actions in the shop must we be safe, but we should teach the doctrines of safety, so that our families, the children playing in the street, the men around us will profit by our example. To be safe, to do everything possible to prevent accidents, or fires, and to report any conditions which seem likely to lead to their occurrence is our solemn patriotic duty.”*



Safety meeting at Plow Works, Moline, Illinois, 1917

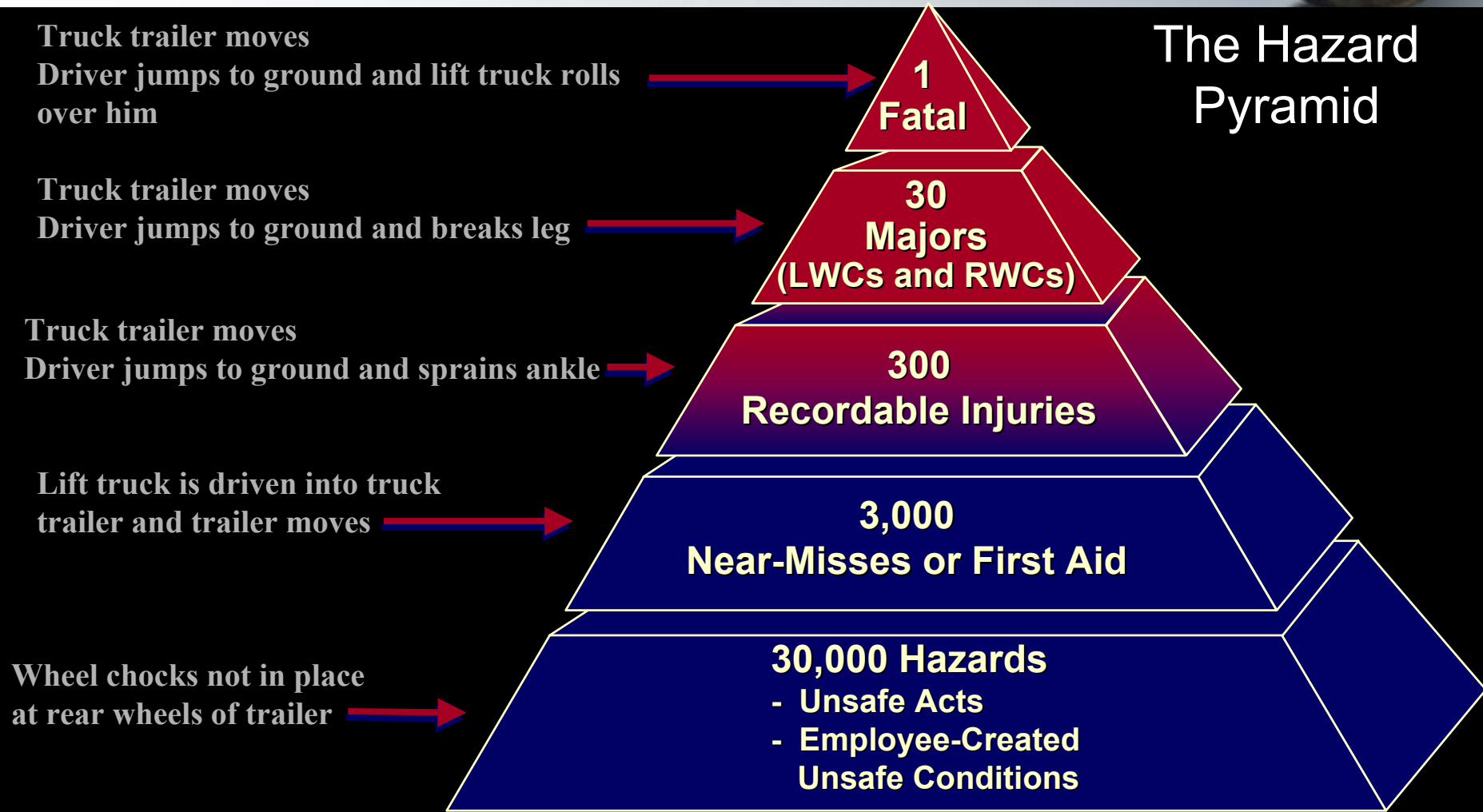
According to *The John Deere Magazine*, "[an orderly workshop](#) is indicative of the pride a man has in his work and in the place where he works. By the same token we may judge the man at the desk, the grocer, the housewife."



# Injuries: A Matter of Probabilities



The Hazard Pyramid





# John Deere Metrics: Leading



## LEADING

- Safety & Health Mgmt System – Formal & Self Audits
- Compliance Assurance Process with Goal setting on Highest Risk Areas
- Employee Survey Results
- First Aid Cases
- Environmental Incidents
- SAMs – **NEW** (in pilot)
- Facility Assurance Process

# John Deere Metrics: Lagging



## LAGGING

- Lost-Time Case Frequency Rate
- Lost-Time Case Severity Rate
- Body Part Injury Analysis
- Total waste
- Hazardous waste
- Water consumption
- Energy usage
- Regulatory Fines

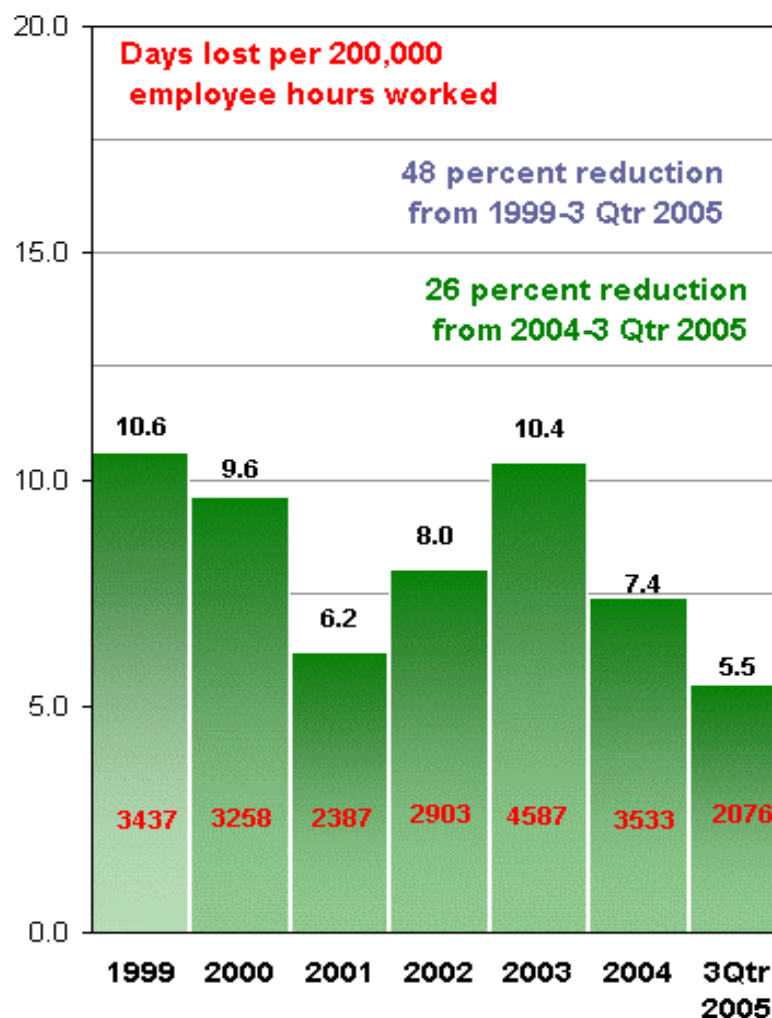
# Lost-Time Case Incidence Rates (3rd Qtr-FY2005)

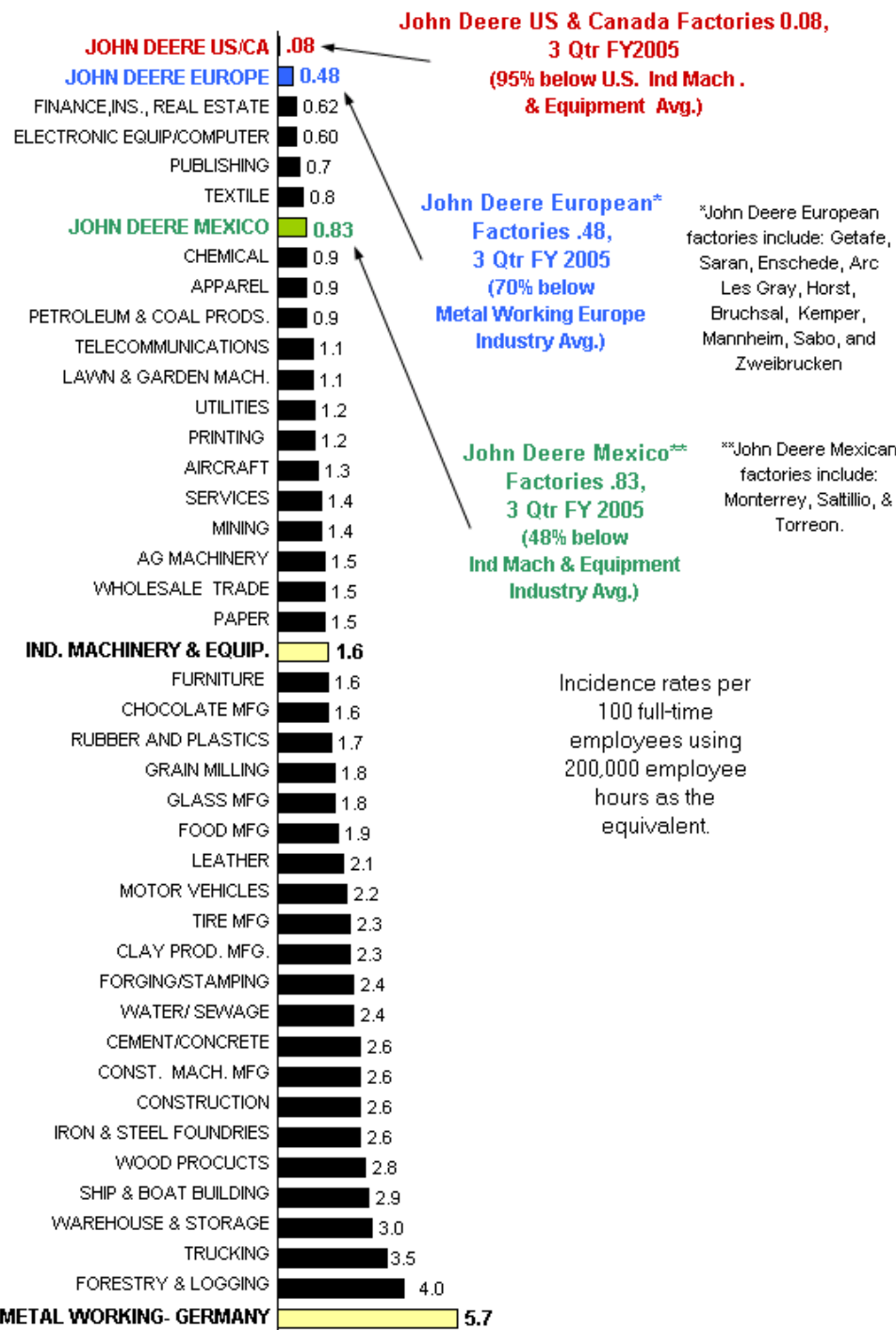
## John Deere Worldwide Operations

### Lost-Time Case Frequency Rate



### Lost-Time Case Severity Rate





Frequency rate – involving cases with days away from work or death

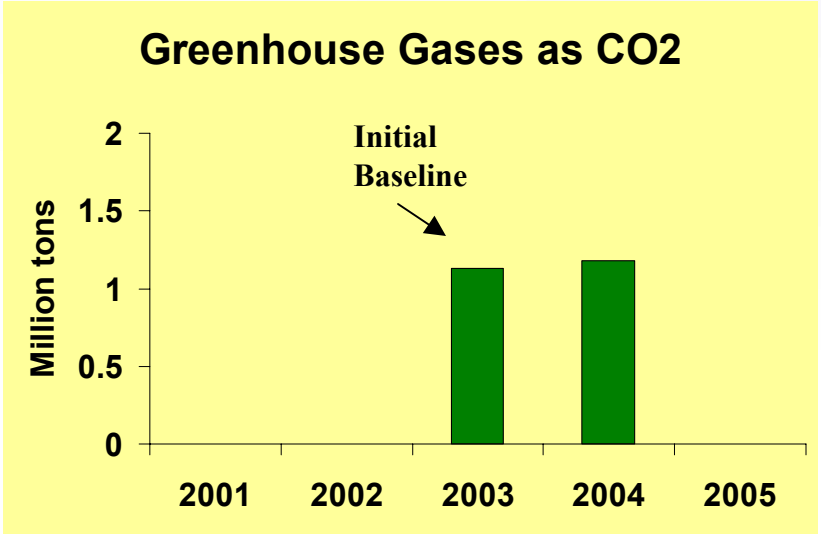
Deere is . . .  
 “Safest in the Industry  
 Safer than Home  
 Safe as an Office Job”

2003 Injury & Illness Rates reported by the Bureau Of Labor Statistics

(\* - 2002 Rate Reported by the European Worker’s Compensation Board.)

**Safety & Environment**

# Enterprise Totals





# What are our *“leading indicators”*?

# An Effective EHS Management System...



**John Deere**

## ENVIRONMENT, SAFETY & HEALTH MANAGEMENT SYSTEM STANDARD

### Environmental Domains

- Aspects/Impacts
- Legal & Other Requirements
- Change Management
- Objectives & Targets
- Pollution Prevention
- Environmental Programs
- Emergency Preparedness & Response
- Roles, Responsibilities, Resources
- Communications
- Awareness & Training
- Information Management
- Metrics
- Assurance
- Tracking & Corrective Action

### Safety Domains

- S&H Management System
- Hazard Communication
- Exposure Assessment
- Emergency Action Plans ( Safety)
- Contractor Safety
- Recordkeeping, Posters
- Hearing Conservation
- Ergonomics
- Fixed & Portable Ladders & Stairs
- Equipment for Work at Elevated Heights
- Welding, Cutting and Brazing
- Confined Space Entry
- Respirator Program
- Radiation
- Spray Paint Booth, Room & Dip Tanks
- Personal Protective Equipment
- Lockout / Tagout
- Machine Safeguarding
- Lift Truck Safety
- Electrical Safety
- Overhead Cranes, Hoists & ...

### Health Domains

- Emergency Action Plans (Medical)
- Injury / Illness Treatment
- Confidentiality of Health Information
- Job Placement Exam
- Health Surveillance
- Infectious Disease
- Travel Health
- Wellness Promotion
- Case Management

**John Deere Safety & Health Audit Scorecard**  
**U.S. & Canadian Manufacturing Units**  
**As of 18 August 2005**

**SAFETY & HEALTH AUDIT REPORT**  
**PRIVILEGED DOCUMENT**

FY2005 3rd QTR

Facility	Audit Date	Corporate S&H Audit Opinion	No. of Total Findings	No. of Repeat Findings	Number of Findings in Progress	No. of Findings Corrected	Current Percent Completed	95% Completion Date
<b>TARGETS=====</b>		<b>Meets or OSHAS</b>						
<b>Agricultural Equipment Division: Markley</b>								
(Donald/Westfield)								
John Deere Waterloo Foundry								
John Deere Waterloo Eng. Center								
John Deere Des Moines Works, IA	7/23/2004	SI	215	NA	59	135	63%	
John Deere Seeding, Moline, IL	6/5/2006							
John Deere Cylinder, Moline, IL								
John Deere Seeding, Valley City, ND	6/13/2007							
John Deere Cylinder, Coon Rapids, Mn	4/24/2006							
John Deere 5000 Factory, Augusta, GA **2	6/21/2005	*2	132	NA	18	112	85%	
UD, S.A. de C.V. Monterrey, Mexico								
UD, S.A. de C.V. Sattillo, Mexico								
John Deere Werke Mannheim, Germany								
John Deere Bruchsal, Germany								
John Deere Welland Works, Ontario, Canada								
John Deere Fabriek Horst BV, Netherlands								
JD Filian Harvester Co., Jiamusi, China								
John Deere Tiantuo (JDT) Tianjin, China								
<b>Agricultural Equipment Division: Everitt</b>								
John Deere Ottumwa Works, IA	5/21/2004		100	NA	3	97	97%	06/24/05
John Deere Harvester Works, East Moline, IL								
Camaco Industries, Thibodaux, LA	5/9/2005	SI	149	NA	19	69	46%	
John Deere Iberica, S.A. Getafe, Spain								
John Deere Werke Zweibrucken, Germany								
John Deere (Pty) Ltd. Nigel, South Africa	5/7/2004	OSHAS					100%	06/01/04
John Deere Arc les Gray, France								
John Deere do Brasil S/A, Catalao, Brazil								
John Deere Brzil, Horizontina, Brazil								
Kemper GmbH, Stadtlohn, Germany								
Industrias John Deere, S.A. Rosario, Argentina								
<b>C&amp;E Division</b>								
John Deere Power Products, Greeneville TN	8/13/2004		77	NA	1	76	99%	03/02/05
John Deere Horicon Works	3/14/2005		84	NA	6	78	93%	
John Deere 4000 Factory, Augusta, GA	6/20/2005	*2	132	NA	18	112	85%	
John Deere Turf Care, Raleigh, NC	2/6/2006							
John Deere Enschede, Netherlands								
SABO, Gummersbach, Germany								
Southeast Engineering Center, Charlotte, NC								
<b>C&amp;F Division</b>								
John Deere Dubuque Works, IA								
John Deere Davenport Works, IA								
Deere Hitachi Const. Mach. Kemersville, NC								
Waratah, Tokoroa New Zealand								
Timberjack, Oy, Joensuu Finland								
Phoenix Reman Group, Edmonton Canada								
Timberjack, Woodstock, Canada	5/8/2006							
<b>JDPS Division</b>								
Motors John Deere, Torreon Mexico	11/19/2004	SI	74	NA	35	37	50%	
John Deere Engine Works	4/25/2005	SI	96	NA	20	51	53%	
Funk Mfg	4/3/2006							
John Deere Usine de Saran, France								
<b>John Deere Depots</b>								
John Deere Parts Depot - Milan	8/5/2004		96	NA	4	92	96%	03/02/05
John Deere Parts Depot - Atlanta	4/28/2004	*1	3	NA		3	100%	06/01/04
John Deere Parts Depot - Denver	3/9/2005	*1	18	NA		18	100%	04/01/04
John Deere Parts Depot - Dallas	4/30/2004	*1	8	NA		8	100%	06/01/04
John Deere Parts Depot - Grimsby								
John Deere Parts Depot - Portland								
John Deere Parts Depot - Regina	7/20/2005	SI	46	NA				
John Deere Parts Depot - Stockton								
John Deere Parts Depot - Syracuse								
EPDC								
<b>WW Technology &amp; Engineering Division</b>								
JD Phoenix International Corp, Fargo, ND	6/11/2007							

<b>Table Notes</b>		
Audit Date:	####	Date of facility audit.
Corporate EMS Audit Opinion:	OSHAS	Facility "substantially (95%) meets" the John Deere SHMS requirements.
	SI	Facility OSHAS 18001 certified.
		Facility requires "improvement" (less than 95% completed but more than 80%)
		Facility requires "significant improvement" (Less than 80% of findings completed)
No. of Findings:	#	Number of compliance issues found during the facility's 3rd party audit. Compliance issues are defined as exceptions to government regulatory requirements, John Deere Safety & Health Program Standards or facility guidelines/policies/procedures.
Number of repeat findings:	#	Units that are audited more than once are cited for having repeated issues.
Number of findings "In progress":	#	Findings have a champion assigned, are actively being corrected, but not yet finished.
Number of findings corrected:	#	Findings have been completed or corrected and considered closed.
Current percent completed:	##%	Percent of completed findings.
Completion Date	####	Date that confirmation has been received that at least 95% findings are closed.

**General Audit Notes**

Facilities of which Deere has less than 50% ownership are not included on this scorecard.

**Facility Specific Notes**

- \*1 Depots audited by third party hired by AIG, John Deere's worker's compensation insurance carrier.
- \*2 The Augusta 4000 and 5000 factories were audited together and the 132 findings is the total for both.



# Safety and Health and Environmental Audit Scorecard

## Safety & Environment



# Annual Compliance Assurance Process



14 October 2005

To: Worldwide Unit and Facility Managers

## ENVIRONMENTAL, HEALTH & SAFETY COMPLIANCE ASSURANCE

This is my annual request for your unit's formal environment, safety, and health compliance assurance letter. The process this year is streamlined to combine several requests into one. In addition to being a required element of your environmental, health and safety management system, this compliance assurance process is aligned with Sarbanes Oxley requirements.

Your compliance assurance letter should include:

Assurance that:

- All employees at your unit are aware of the company EHS policy
- Any violations of federal or local laws or regulations during the past year were reported to the corporate Law, Environment & Safety Departments
- Any situations that present a significant risk of adverse impact to the corporation have been reported to management

A description of the process/procedures used to verify compliance at your facility  
 Completion of appropriate goals and objectives documents for your type of facility found at the following link:

[http://jdmindshare.deere.com/ev.php?ID=65788\\_201&ID2=DO\\_TOPIC](http://jdmindshare.deere.com/ev.php?ID=65788_201&ID2=DO_TOPIC)

This year, templates are provided to assure consistency and accuracy of the response letter. Also available is a sample submittal to provide further guidance. These changes eliminate the separate reporting of the annual Safety & Health Goals and Objectives Worksheet.

Please submit the letter to your appropriate vice president or director by 15 November 2005. A copy should also be forwarded to Laurie Zelnio, Director - Safety, Environment, Standards & EPDP at the World Headquarters. If you have specific questions on this procedure, please contact her at 309/765-5151.

Robert W. Lane

Environmental, Health & Safety Compliance Assurance Process  
 Health and Safety Template

Unit:

### Safety and Health Goals<sup>1</sup> Summary - Factory

Safety Management Program Area	FY2005 Initiative/ Experience	FY2006 Goals/Initiatives
Safety and Health Management System	Conducted a Risk Assessment for all workstations in building 1.	<input type="text"/>
Emergency Action Plans (Fire & Weather)	<input type="text"/>	<input type="text"/>
Ergonomics	Reduced Strain/sprain injuries by 20%.	<input type="text"/>
Contractor Safety	<input type="text"/>	Develop a contractor safety program using the Unit90 model.
Personal Protective Equipment	<input type="text"/>	<input type="text"/>
Machine Guarding	<input type="text"/>	<input type="text"/>
Lockout/Tagout	<input type="text"/>	<input type="text"/>
Electrical Safety	Assured that all electrical boxes were not blocked and in good condition.	Established a quarterly inspection to assure all electrical boxes remain unblocked.
Lift Truck Safety	<input type="text"/>	<input type="text"/>
Haz Com	<input type="text"/>	<input type="text"/>
Confined Space	<input type="text"/>	Assure that all confined spaces are identified and properly marked and a permit procedure in place.
Respirator Program	<input type="text"/>	<input type="text"/>
Hearing Conservation	<input type="text"/>	<input type="text"/>
Cranes, Hoists, Sling, Hook Program	<input type="text"/>	<input type="text"/>
Ladders and Stairs	<input type="text"/>	<input type="text"/>
Recordkeeping, Posters & Training Doc.	<input type="text"/>	Develop or investigate a system for documentation of safety training.
Radiation (Lasers)	<input type="text"/>	<input type="text"/>
Equip. for work at elevated heights	<input type="text"/>	<input type="text"/>
Welding, Cutting & Brazing	<input type="text"/>	<input type="text"/>
Exposure Assessment	<input type="text"/>	<input type="text"/>
Paint booths, Tanks & Storage	<input type="text"/>	Develop a paint booth inspection and cleaning schedule.

Safety & Health Comp. Assurance Template

1/2

# Top 5 Global Employee Survey Questions



- 2005 John Deere Employee Survey Results

The people I work with treat me with respect.



I intend to leave this organization in the next year for reasons other than retirement.



People in my work area are protected from health and safety hazards.



The people I work with cooperate to get the job done.



My Supervisor is available to me when I have questions or need help.



# Leading Indicator - Pilot:



- Safety System Alignment Measurement  
(S.A.M.S.)

# S.A.M.S.



- **Inputs & Components of system:**
  - Best safety practices
  - Internal & External Benchmarks: Deere, Corporate audits, other companies, OSHA, National Safety Council
  - Focus is one: measurements that are **leading indicators**
  - **Weighted Point System** - gives credit for program implementation.
    - Spreadsheet to be used as a scorecard to measure overall performance.
    - Spreadsheet will also show strengths and weaknesses by workgroup
  - Audit schedule to monitor unit performance.

# S.A.M.S.



- Each unit **audited quarterly** by safety & guest auditors
- **Audit Categories:**
  - Management Commitment
  - Employee Involvement
  - Communications
  - Injury Prevention
  - Compliance
  - Near Miss reporting
  - Injury follow-up
- **Next Steps:**
  - Gap analysis by each area

# S.A.M.S. - Scorecard -Example



## CATEGORY: **Management Commitment**

### **Safety & Health Goals**

- Divisional safety goals established and tracked
- C.I. Safety goals established and tracked
- Recognition planned and awarded when safety goals are met
- Are safety initiatives established by Department, SLT or C.I. Groups
- Are safety initiatives implemented and completed by Department, SLT or C.I. Groups

Points awarded if  
criteria met

Individual Criteria	Facilities 35
20	20
20	NA
10	10
20	0
20	0



## Davenport Works

## Safety Alignment Measurement System

## Management Commitment

## Safety and Health Goals

Safety work plans established annually

Safety work plans implemented and completed

## Monthly Safety walk-around

Regularly scheduled in advance

Action plan established with responsibilities assigned

Follow-up procedure in place

## Safety Considerations for New equipment / Layout projects

Safety department involved in pre-purchase, design or layout meeting

New Equipment evaluation form completed and returned to safety

Pre start-up inspection / walkaround conducted

Individual Criteria	Cabs Skilled Operator	Cabs Leader	Cabs Backhoe	703	755	758	731	744	777	862	870	871	747	834
Safety work plans established annually	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Safety work plans implemented and completed	20	0	20	20	20	20	20	0	0	20	20	20	20	0
Monthly Safety walk-around	5	0	0	0	5	5	5	0	0	0	0	0	0	0
Regularly scheduled in advance	10	0	0	0	10	10	10	0	0	0	0	0	0	0
Action plan established with responsibilities assigned	20	0	0	0	20	20	20	0	0	0	0	0	0	0
Follow-up procedure in place	25	25	NA	NA	0	25	25	0	NA	25	NA	NA	NA	25
Safety department involved in pre-purchase, design or layout meeting	20	0	NA	NA	0	NA	20	NA	NA	20	NA	NA	NA	20
New Equipment evaluation form completed and returned to safety	20	0	NA	NA	0	NA	20	20	NA	NA	NA	NA	20	NA
Pre start-up inspection / walkaround conducted	20	0	NA	NA	0	NA	20	20	NA	NA	NA	NA	20	NA
<b>TOTAL</b>	<b>126</b>	<b>30</b>	<b>26</b>	<b>26</b>	<b>80</b>	<b>86</b>	<b>126</b>	<b>46</b>	<b>6</b>	<b>60</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>80</b>
<b>GAP</b>	<b>-96</b>	<b>-35</b>	<b>-35</b>	<b>-35</b>	<b>-85</b>	<b>0</b>	<b>0</b>	<b>-80</b>	<b>-56</b>	<b>-55</b>	<b>-35</b>	<b>-35</b>	<b>-35</b>	<b>-85</b>

## Employee Involvement

Does department/module have a designate safety rep. (C.I., stepoint)

Monthly Unit C/SLT Team Meetings Held

Dept. Rep. Involved in accident/Near miss investigations

Dept. Rep. Involved in safety audits

Dept. Rep. Involved in new equip purchase, design and Layout

Dept. Rep. Involved in New/transferred employee orientation

Does department/module have a designate safety rep. (C.I., stepoint)	10	10	10	10	10	10	10	10	10	10	10	10	10	0	10
Monthly Unit C/SLT Team Meetings Held	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Dept. Rep. Involved in accident/Near miss investigations	15	15	15	15	15	15	15	15	0	15	15	15	15	0	15
Dept. Rep. Involved in safety audits	20	20	20	20	20	20	20	20	0	0	0	0	0	0	20
Dept. Rep. Involved in new equip purchase, design and Layout	20	20	NA	NA	0	20	20	0	NA	20	NA	NA	NA	0	NA
Dept. Rep. Involved in New/transferred employee orientation	25	25	25	25	0	25	25	25	0	25	25	25	25	0	0
<b>TOTAL</b>	<b>100</b>	<b>100</b>	<b>80</b>	<b>80</b>	<b>66</b>	<b>100</b>	<b>100</b>	<b>80</b>	<b>20</b>	<b>66</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>10</b>	<b>66</b>
<b>GAP</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-45</b>	<b>0</b>	<b>0</b>	<b>-20</b>	<b>-60</b>	<b>-36</b>	<b>-20</b>	<b>-20</b>	<b>-20</b>	<b>-90</b>	<b>-35</b>

## Communications

## Weekly Safety Contacts

Conducted each week

## New Transferred employee safety orientation program

Specific JHA's are reviewed with employee

Job Safety Analysis reviewed with employee

Departmental specific information presented (evac, PPE, specific hazards)

New employees given departmental tour

New/transferred employee checklist completed within 7 days of arrival

## Monthly Safety Meetings

Management kickoff of monthly meeting

Attendance required

Required topics covered

Plant safety metrics reviewed

Sign-in sheet returned to safety

Details of plant incidents/near misses reviewed

Departmental audit results reviewed

Conducted each week	25	25	25	25	25	0	0	0	25	0	25	25	25	25	0
New Transferred employee safety orientation program	25	25	25	25	0	0	0	0	0	0	25	25	25	25	0
Specific JHA's are reviewed with employee	20	20	20	20	0	0	0	0	0	0	20	20	20	20	0
Job Safety Analysis reviewed with employee	25	25	25	25	25	25	25	25	0	25	25	25	25	25	0
Departmental specific information presented (evac, PPE, specific hazards)	25	25	25	25	25	25	25	25	0	25	25	25	25	25	0
New employees given departmental tour	25	25	25	25	25	25	25	25	0	25	25	25	25	25	0
New/transferred employee checklist completed within 7 days of arrival	25	25	25	25	25	25	25	25	0	25	25	25	25	25	0
Monthly Safety Meetings	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Management kickoff of monthly meeting	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Attendance required	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Required topics covered	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Plant safety metrics reviewed	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15
Sign-in sheet returned to safety	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Details of plant incidents/near misses reviewed	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Departmental audit results reviewed	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
<b>TOTAL</b>	<b>230</b>	<b>230</b>	<b>230</b>	<b>230</b>	<b>186</b>	<b>180</b>	<b>180</b>	<b>180</b>	<b>110</b>	<b>180</b>	<b>230</b>	<b>230</b>	<b>230</b>	<b>230</b>	<b>86</b>
<b>GAP</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-45</b>	<b>-70</b>	<b>-70</b>	<b>-70</b>	<b>-120</b>	<b>-70</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-145</b>

## Injury Prevention

Job Hazard Analysis (JHA) posted at every workstation

J. H. A. reviewed and updated annually or when process is new or changed

Job Safety Analysis (JSA) reviewed annually with all employees

Required Personal Protective Equipment (PPE) used by all emp

Lockout placards posted on all machines and applicable equipment

Warning signs posted where applicable (Authorized Entry, Confined Space)

Safety projects reviewed by Safety department prior to implementation

Individual Criteria	Cabs Skilled Operator	Cabs Leader	Cabs Backhoe	703	755	758	731	744	777	862	870	871	747	834	
Job Hazard Analysis (JHA) posted at every workstation	30	0	30	30	0	0	0	0	0	0	0	0	0	0	30
J. H. A. reviewed and updated annually or when process is new or changed	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Safety Analysis (JSA) reviewed annually with all employees	25	25	25	25	0	0	0	0	0	25	25	25	25	0	0
Required Personal Protective Equipment (PPE) used by all emp	35	0	35	35	0	35	35	35	35	0	35	35	35	35	35
Lockout placards posted on all machines and applicable equipment	15	0	15	15	15	15	15	15	15	15	15	15	15	15	15
Warning signs posted where applicable (Authorized Entry, Confined Space)	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15
Safety projects reviewed by Safety department prior to implementation	35	35	35	35	0	35	35	0	35	35	35	35	35	35	0
<b>TOTAL</b>	<b>185</b>	<b>75</b>	<b>165</b>	<b>165</b>	<b>30</b>	<b>100</b>	<b>100</b>	<b>85</b>	<b>86</b>	<b>65</b>	<b>126</b>	<b>126</b>	<b>126</b>	<b>100</b>	<b>86</b>
<b>GAP</b>	<b>-110</b>	<b>-30</b>	<b>-30</b>	<b>-30</b>	<b>-155</b>	<b>-85</b>	<b>-85</b>	<b>-120</b>	<b>-120</b>	<b>-120</b>	<b>-60</b>	<b>-60</b>	<b>-60</b>	<b>-80</b>	<b>-80</b>

# S.A.M.S.



Work Group Audit Results Reviewed  
with:

- Leadership Council (U.A.W.)
- Safety Management Team
- Joint Safety Committee
- Business Unit Managers
- Supervision





## EARLY RESULTS – EXPECTED IMPACT!!

- A system that utilizes leading indicators to positively improve safety within operations.
- Provides leadership with clear picture of where each group is versus the criteria.
- Road map to guide groups in implementing best practices to improve safety performance.
- It will be easier to set goals based on % of best practices implemented (and sustained) *as opposed to* OSHA recordable frequency or combined rate that they hope to achieve in the next year.
- Auditing system provides Managers a scorecard showing current performance.

# Factory Assurance Process



- Provide assurance to factory management
- Spread responsibility beyond environmental group
- Create visibility for environmental requirements
- Identify problems before they become violations

Beyond leading  
indicators to



“Sustaining the EHS  
Edge”

# EHS Professional Curriculum



1) Orientation – EHS

2) TECHNICAL COURSES

Environmental, Health & Safety Management System Standard

Liabilities

Ergonomics

Contractor Safety

Medgate Reporting Software

Confidentiality

Employee Wellness

Blood Borne Pathogens

Technical Environmental courses

– RCRA 101, Universal Waste, Used Oil, EPCRA/CERCLA, TSCA, CWA, CAA



## **EHS Professional Curriculum**

### **3) NON –TECHNICAL**

- Effective Time management
- Leadership Essentials
- Process Mapping
- Root Cause Analysis
- Coaching for Performance
- Intro to Six Sigma
- Mistake Proofing
- Exec-u-Speak
- DuPont STOP
- Summit “On line” training courses

# **TRAINING World-Wide Management: Management EHS Curriculum**



## **1) General Manager Orientation (within 2 months)**

## **2) EHS Management 101:**

- **Governance & John Deere Compliance Programs**
- **John Deere Environment, Safety & Health Management System**
- **Liabilities and GM Responsibilities**
- **Questions a GM should ask**
- **How to Evaluate your EHS Managers**
- **Key Challenges in the EHS area**
- **Writing Smart Business Communications**
- **GM's guide to Crisis Management and Media Relations**
- **General Managers role in EHS succession planning**
- **Buying, Selling, Leasing Real Estate**
- **Overview of EHS Technical Topics:**
  - OSHA recordkeeping, air permits, water permits, Contractor safety, waste management, ergonomics, confidentiality, international travel

# SHARING BEST PRACTICE :



- Regional EHS Conferences: North America, South America, Mexico, Europe
- Ergonomics Conference (Annual)
- Workers Compensation Conference (Annual)
- U.S. Environmental Regulatory Training (Annual)
- Steering Committee Meetings (Quarterly)



“Sustaining the safety edge”  
Through Off The Job Safety





Off-the-Job Safety

# John Deere measures success through off-the-job safety

By Markian Nao, associate editor

At John Deere, successful off-the-job safety activities start and end with numbers. Over the last 20 years the Moline, IL-based manufacturer has successfully used statistics to measure the accomplishments of its self-insured business units. This has helped the company launch off-the-job safety initiatives at many of its facilities. "We use a lot of statistics," said Gary Kopps, manager, occupational safety worldwide. "They help us zero in on our greatest opportunities."

Each month, John Deere generates safety metrics that rank off-the-job injuries by frequency rates, severity and cost for each participating business unit. An illustrated graph shows employees how these units compare to one another on a year-to-date basis. "If a unit seems to be doing very well for a two- or three-year period, other units can benchmark it or at least see what successful things are being done to achieve that performance," Kopps said.

The management team at John Deere is very committed to involving employees in the off-the-job safety process, Kopps said. Along with benchmarking, management helps participating units set goals for off-the-job safety. Unit leaders are

required to fill out a yearly safety-objective form based on findings in the monthly statistics, as well as a yearly analysis of off-the-job injuries.

John Deere also offers recommendations to each participating unit based on its statistical reports. Kopps said many units have followed suggestions such as integrating off-the-job safety with regular in-plant safety meetings; working with each unit's

**John Deere tries to offer a wide variety of informative events at its various locations.**

safety committee to promote off-the-job safety for electrical, hand tool and other hazards; and training in off-the-job safety programs like hearing conservation, and back injury prevention and awareness.

When it comes to implementing off-the-job safety initiatives and suggestions, John Deere tries to offer a wide variety of informative events at its various locations. Company facilities have hosted training on severe weather precautions given by reporters from local TV stations, seat belt checks, CPR courses, and even partnered with company wellness advocates to participate in health and wellness fairs. "When I was at [the Dubuque, IA plant], every year we had a safety fair in conjunction with

the medical department," said Glenn Williams, safety, environment and security administrator at John Deere's Moline site. "People at the factory were allowed to come out to the huge auditorium and look at displays, get their blood tested for cholesterol, get sugar screening for diabetes, those kinds of things. We had the highway patrol in to talk about safe driving habits. We also had the local conservation people in to talk about gun and hunting safety."

According to Kopps, John Deere employees have expressed a tremendous amount of interest in off-the-job safety programs. "One time we talked about trimming trees – and you should have seen all the people perked up because they immediately visualized themselves up in a tree trying to trim something, reaching from a ladder when they shouldn't have. I think one of the reasons people get interested in off-the-job safety information is because they can relate to it."

Interest in off-the-job safety continues to grow throughout the John Deere organization. Ralph Ellingsen, divisional manager, safety and environment for John Deere's Commercial & Consumer Equipment Division attributes employee interest to good communication. "In our division, we try to get people more focused and involved with off-the-job safety

through our division Website – which has a lot of links to off-the-job safety areas. In addition, we do video presentations at all the employee meetings, we have an off-the-job safety topic we discuss each month, and we send off-the-job safety stories through e-mail."

John Deere hopes these efforts also reach beyond employees to family members, friends and customers. "People sometimes do irrational things or they may do things out of habit, so it's our job to promote the safe use of our products for both the operator and any bystanders near those machines," said Gary Mills, project manager, product safety, marketing, at John Deere's corporate headquarters in Moline.

Mills said the company encourages product safety in a number of ways, from clear instructions in operator's manuals, to safety videos, to promoting safety at industry farm shows. John Deere even distributes a coloring book to dealers called "The Further Adventures of Ready Rooster," to help children understand safety. "It's a very simple coloring book that promotes awareness; it tells children that they should not be around equipment," Mills said.

Two years ago, the company also introduced another safety tool for children. Kid's Corner is an interactive Website at [www.johndeerekids.com/home.html](http://www.johndeerekids.com/home.html) where kids can play games while they learn how to stay safe.

Kopps believes John Deere's concern for families, customers and employees has had a positive impact on worker productivity and morale, and has helped reduce off-the-job injuries. "Some things you can't prevent," added Kopps. "But we can do a lot of things to help. By looking at the statistics we realized there was an

opportunity to start increasing awareness in off-the-job safety that could benefit employees. Our No. 1 safety goal at John Deere worldwide is to

achieve zero injuries. That is for both on and off the job. We don't know when we'll get there, but each year we get closer to it." **S+H**

Off-the-Job Safety

## On-Site Group Training

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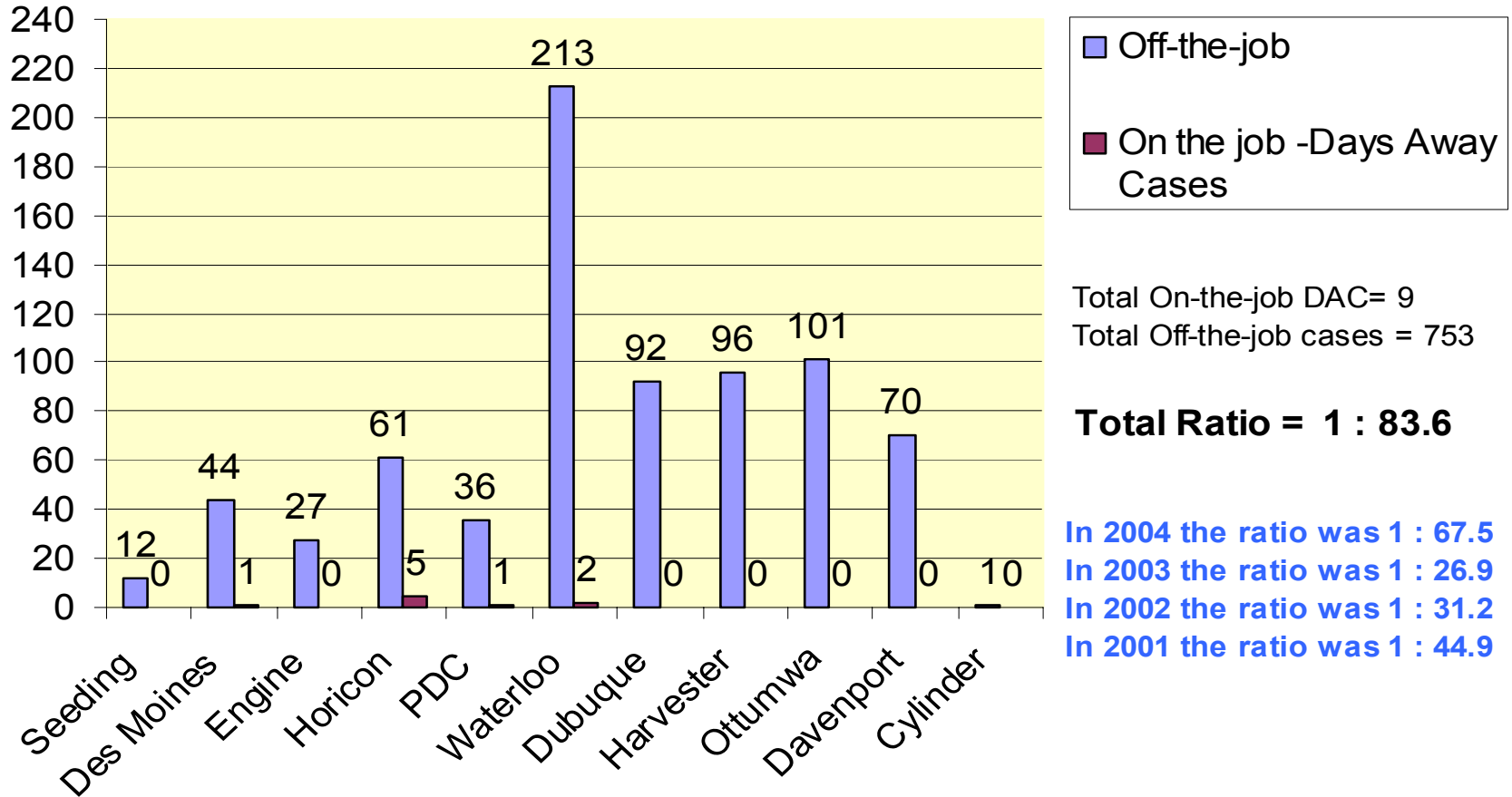
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# Days Away Cases vs Off-the-Job Injuries

## U.S. Factories & PDC

### FY 2005



**QUESTIONS?**

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