

Higher Morale, Lower Costs

GEORGIA-PACIFIC/USA CASE STUDY

Employee Involvement in Safety Management Helped Boost Morale and Reduce Injury and Incident Rates



Lumber Manufacturer turned to DuPont for Skills and Knowledge to Create a Safer Workplace

Challenge

Until 1993, Georgia-Pacific's lumber plant in Fort Bragg, Calif., was the company's worst safety performer in the Western U.S. region. Operating three shifts per day, seven days a week, the plant's dismal safety statistics included a lost workday case (LWC) rate hovering at 8.0. Difficult economic conditions, low worker morale and little commitment to safety on the part of management contributed to a higher rate of injuries — and a high cost associated with those incidents.

Solution

It all began to change when Georgia-Pacific partnered with DuPont for safety training. "DuPont advised a variety of auditing and supervisor training aimed at all levels of the line organization and management," recalls Ed Wojinski, Georgia-Pacific's human resources and safety manager. "They emphasized the manager's role in safety — specific to individual job responsibilities — which really made the difference for us."



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Results

Since partnering with DuPont, Fort Bragg safety statistics have shown remarkable improvement. In less than seven years, the site slashed Occupational Safety and Health Administration (OSHA) recordables from 30.0 to 4.0. The plant's LWC rate also plummeted from a high of 8.0 to 2.0. Employee and management involvement in the safety process boosted morale, and, as a direct result, the plant's cost-per-hour-worked rate dropped noticeably.

Key elements to safety success at Georgia-Pacific were management commitment, total employee involvement and training. This meant conducting auditing sessions for all managers, supervisors and hourly leaders at Fort Bragg. Employee involvement in safety management at all levels at Georgia-Pacific helped boost morale and reduce injury and incident rates.



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