

STOP™ contributes to dramatic reduction in injuries

Employees successfully created a new safety culture in which the number of incidents was cut in half.



With 21,400 employees achieving worldwide sales of UD \$5.3 billion in 2004, Avery Dennison is one of the world's leading manufacturers of self-adhesive materials, office products and specialty chemicals. The company operates 200 manufacturing and sales sites in 39 countries.

Situation

Avery Dennison purchased its Schwelm plant from a family-owned German company in 2001. The newly acquired plant fell short of Avery Dennison's workplace safety expectations. Corporate policy states the company's commitment to protecting the environment, safeguarding human life and manufacturing safe products. These core values remain critical components to the success of the company and the Schwelm facility had work to do to meet safety goals in line with the rest of the organization.

Challenges

Very few of the Schwelm plant employees had a sense of safety awareness. The accident rate was high and there was no culture of safety within the organization. Many of the staff had a negative opinion of observational safety training and believed it only led to disciplinary action.

Solution

Avery Dennison set out to change this mindset. The objective was to persuade its operators and managers of the benefits of a safety program. Specifically, they wanted to:

- Establish a sustainable safety culture
- Significantly reduce the accident rate on the job
- Get everyone to take responsibility for safety
- Provide safety skill training for the skills necessary for greater workplace safety.

“Avery Dennison recognized DuPont for its excellent safety results and understood it derived the STOP™ program from its own workplace experiences. We had previously introduced the STOP™ program at some of our other company sites and it successfully helped to reduce the number of on-site accidents,” explained Carsten Freitag, Schwelm EHS engineer. After further research, Avery Dennison/Schwelm asked DuPont to help improve safety performance in their organization through the STOP™ program.

Avery Dennison Case Study

Avery Dennison first offered STOP™ for Supervision in 2003 and rolled it out in phases, cascading it through its management structure over two years. Under the STOP™ program, management is responsible for regular training and leading both daily and monthly safety talks which help operators apply what they have learned as practical safety skills. “The support we got from management was great. They freed up time to attend training and invested money in the training materials,” said Mr. Freitag.

In 2005, Avery Dennison began STOP™ training for employees in Schwelm. Changes were soon apparent when employees discovered their decisive role in ensuring a successful safety program. “Employees understood very quickly that we were not focusing on or trying to change them personally, but the way in which they worked, with the aim of protecting them from accidents permanently and effectively,” the Schwelm plant manager Guy Libaers summarized. “STOP™ promotes the desired dialogue about continuous safety improvement without leading to confrontation. The change in behavior of our employees is based on a change in perception of their work and the processes



they carry out and this logically has an effect on quality and productivity.” Results soon followed as employees became involved in developing training programs and making risk assessments. They also accepted responsibility for collecting and spreading safety-related information throughout the plant.

The change in production was palpable as well. “The people in Schwelm now see the link between safety and quality. It is obvious that those who are good at safety are those who feel responsible and show ownership of their manufacturing task,” observed Mr. Freitag.

Results

Avery Dennison used the STOP™ program as a launch pad to raise safety awareness at the Schwelm site. Schwelm employees successfully created a new safety culture in which the number of incidents was cut in half even before the employees fully completed STOP™ training.

“STOP™ has made our employees see a correlation between safety and quality. Once they become skilled at safety, productivity follows.”

Carsten Freitag
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