

The VPP Star Journey – Important Success Factors

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Cintas Corporation

- Corporate headquarters in Cincinnati, OH
- Operate 330 facilities in the US, Canada, Mexico and Honduras
- 30,000 employee-partners
- FY 2015
 - \$4.5 billion revenue
 - \$431 million net income





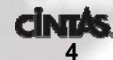
Cintas Corporation

- Provide highly specialized services to >900,000 business customers
 - Design, manufacture and implement corporate identity uniform programs
 - 5 million people wear a Cintas uniform
 - Facility services: entrance mats, restroom supplies, cleaning products
 - First aid & safety, fire protection services



VPP Success Factors Executive Safety Council

- Chaired by CEO Scott Farmer
- Members include 20 Operations and Staff officers
- Quarterly meetings to address safety direction, strategy and progress
- Directed the transition from transactional to transformational safety leadership





VPP Management System

- **Management Leadership and Employee Involvement**
- Worksite Analysis
- Hazard Prevention and Control
- Safety and Health Training

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VPP Success Factors Independent Advisors



John L. Henshaw

Dr. Rick Fulwiler

Mike Deak

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VPP Success Factors CEO Safety Video / VPP



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VPP Success Factors Safety Vision



- Every Cintas location is injury-free
- Every partner is engaged in continuously improving safety
- Cintas is widely recognized as one of the world's leaders in safety and health performance

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VPP Success Factors Transactional / Transformational

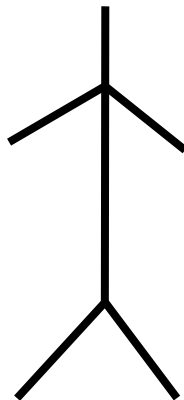
- Co-developed Management Safety Leadership Skills (MSLS) training course with Dr. Rick Fulwiler in 2008
- Target audience GM and above
- MSLS introduced concept / importance of transformational safety leadership
- Delivered to 700+ executives and management leaders March-June 2009

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Transactional vs. Transformational Leadership

**Transactional
Traditional**



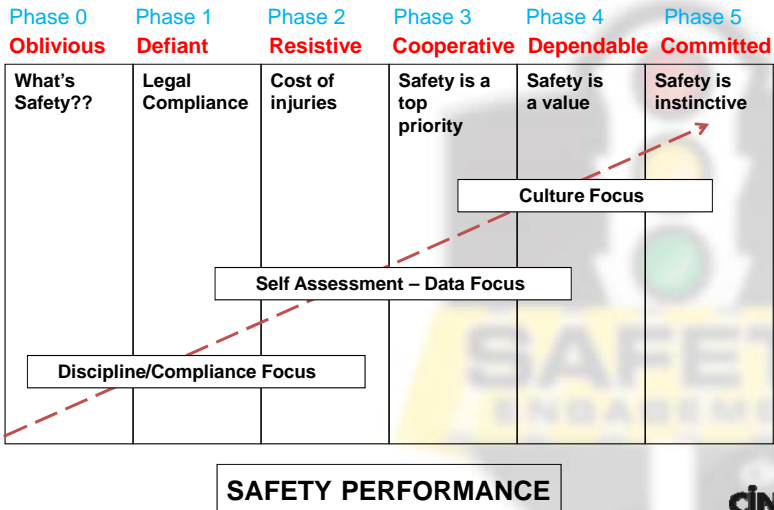
**Transformational
World Class**



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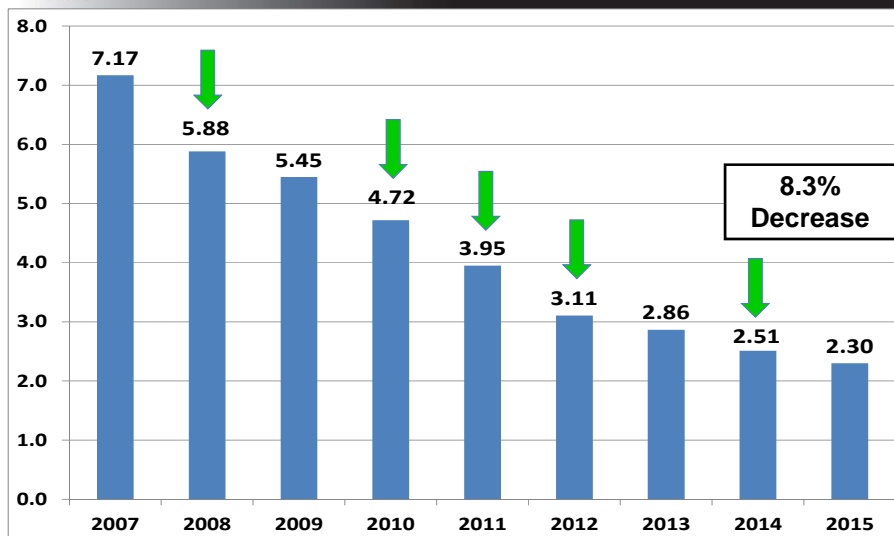
The Evolution of Safety Engagement



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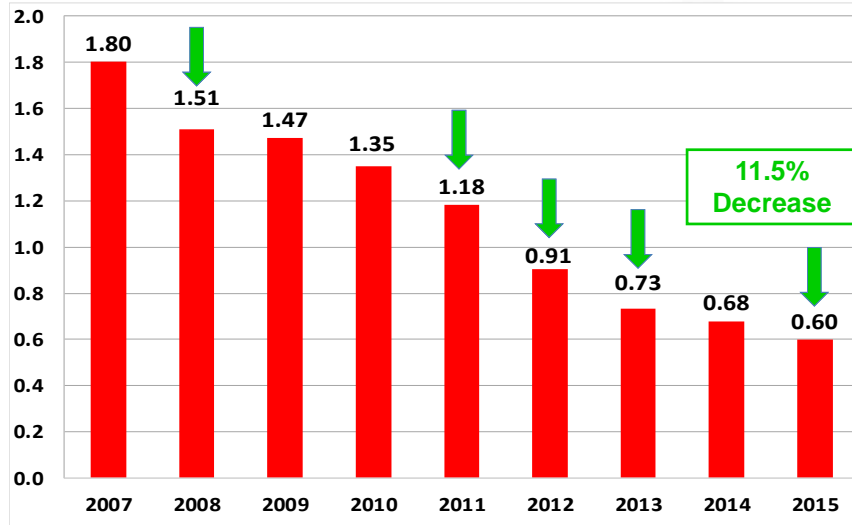
VPP Success Factors 67.9% Decrease in TIR



12



VPP Success Factors 66.7% Decrease in LWDCR



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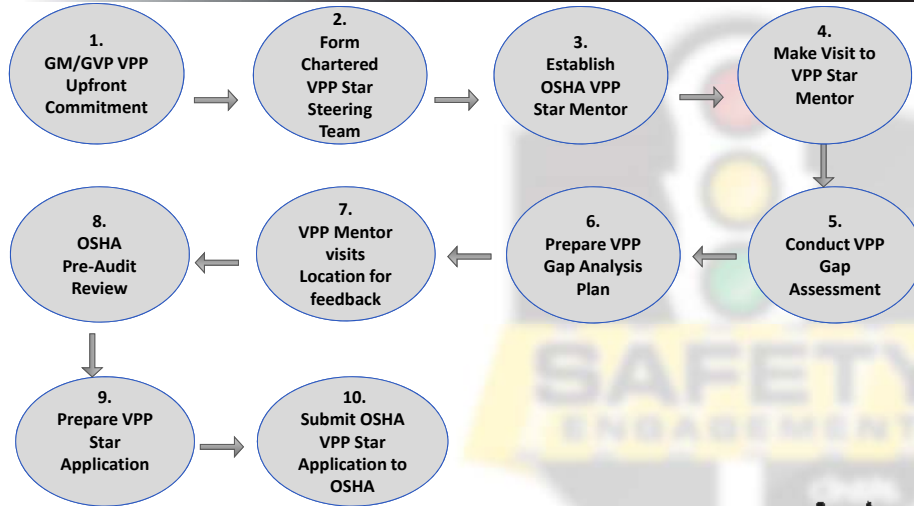
VPP Success Factors Business Case for Safety

Year	Experience Modifier Rate
2009	0.80
2010	0.79
2011	0.76
2012	0.67
2013	0.62
2014	0.55
2015	0.54

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VPP Success Factors 10-Step Process



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VPP 10-Step Process Step 1

- Leadership commitment
 - Executive / Manager / Supervisor
 - Sets the stage

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VPP 10-Step Process Step 2

- Form VPP Star steering team
 - Cross-section of employees
 - Team develops charter (goals, objectives, timeline, responsibilities)
 - Outreach to VPP program manager

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VPP 10-Step Process Step 3

- Establish VPP Star Mentor
 - VPP Steering team participate in selection
 - Geography
 - Complimentary Industry
 - Possible customer / business relationship
 - Utilize resources at VPP / VPPPA

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VPP 10-Step Process Step 4

- Visit VPP Star Mentor
 - Team travels to VPP Mentor
 - Facility Tour
 - Peer-to-Peer Interaction
 - Lessons Learned



VPP 10-Step Process Step 5

- Perform Gap Assessment
 - Utilize VPP audit template to assess worksite





VPP 10-Step Process Step 6

- Prepare analysis from gap assessment
 - Identify deficiencies
 - Create action plan
 - Assign person responsible for correction
 - Timeline for completion

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VPP 10-Step Process Step 7

- VPP Mentor visits operation
 - Review gap assessment & items for improvement
 - Mentor interviews management
 - Mentor interviews frontline employees
 - Modify gap assessment based on mentor feedback

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VPP 10-Step Process Step 8

- Corporate Pre-Audit evaluation
 - Team conducts mock VPP site-wide inspection
 - Action items added to gap assessment

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VPP 10-Step Process Step 9

- Prepare VPP application
 - Use template / instructions provided by OSHA VPP program manager
 - Examples from previous submissions
 - VPP Steering team participates in completion
 - Mentor reviews application

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VPP 10-Step Process Step 10

- Submit VPP application
 - Obtain instructions from VPP manager
 - Emailed/electronic/printed
 - Benchmark with VPP Mentor on preparations for on-site evaluation
 - Continue Improvements
 - Stay active in VPP community

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36 VPP Sites

- FY11 – 1 VPP Site
 - FY12 – 6 VPP Sites
 - FY13 – 4 VPP Sites
 - FY14 – 14 VPP Sites
 - FY15 – 5 VPP Sites
 - FY16 – 6 VPP Sites YTD
-
- 36 VPP Sites

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Top 20 VPP Companies/ Organizations

Rank	Company / Organization	# VPP Sites
1	General Electric	89
2	Entergy	61
3	Monsanto	53
T4	Georgia Pacific	42
T4	International Paper	42
6	Covanta	38
7	USPS	37
8	CINTAS	36
9	Milliken	34
10	Conoco Phillips/ Phillips 66	34
11	Frito Lay	31
12	Raytheon	30
13	Honeywell	22
T14	Brock	20
T14	Sherwin-Williams	20
T16	Delta	18
T16	NuStar	18
T16	OSHA	18
T19	Jacobs	15
T19	Nucor	15

9 of 36
VPP sites
in Indiana!

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Business Impact of VPP



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Micheale White, Governor's Office



FOR IMMEDIATE RELEASE
 CONTACT: 202-225-5037
 May 21, 2015

**ROKITA-GREEN-ROBY INTRODUCE
 BIPARTISAN WORKPLACE SAFETY LEGISLATION**

WASHINGTON, D.C. – Today U.S. Representative Todd Rokita (R-IN), a member of the House Committee on Education and the Workforce, along with Representatives Gene Green (D-TX) and Martha Roby (R-AL), introduced bipartisan legislation to make permanent a key voluntary workplace safety program.

The Voluntary Protection Program (VPP) Act would codify the VPP program, a successful partnership between private industry and the Occupational Safety and Health Administration (OSHA), which was created in 1982 but never authorized in law. The program requires implementation of comprehensive health and safety worksite protocols, which when certified compliant by OSHA, yields fewer injuries and illnesses and allows agency officials to focus on higher risk workplaces.

"VPP has been a great success in Indiana, including worksites like Cintas in Frankfort and Nucor in Crawfordsville. It is one federal program that works well, fostering cooperation between private businesses and a government regulator," said Rep. Rokita. "Instead of heavy-handed government regulation, this program engages the private sector to create safe work environments. This collaboration is good for employees, employers, and the American economy. I want to thank Representatives Green and Roby for their leadership on this issue and their continued commitment to this sensible workplace safety program."





Other Safety Recognition Programs

- U.S. SHARP – 7 Sites
- PASST Mexico – 2 Sites
- COR Canada – 7 Sites
- China – 2 OSHAS 18001 Sites



Honduras – Safe Company with Safe Work Program

- Corporate Safety worked with Mexican PASST and Honduran Department of Labor officials to create program
- Cintas de Honduras was 1st company to be recognized under the new program
- Honduras promoting program with Cintas as example of top-performing safety company





Safety is a Core Value

“Safety must become something much more than a subject we manage. It will become part of our corporate culture and will be a foundational part of everything we do as a company.”

-CEO Scott Farmer
2008

