



National Office Furniture's Story:

Injuries Reduced by 80%

Vince Cooke

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Vince Cooke

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**This session will give ‘our
story’ on how we have
reduced injuries by over
80%**

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**This session is intended to
share our best practices**

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Agenda

- Who are we?
- How is our program structured?
- What are the key elements?
- Assessments and Continuous Improvement
- Performance
- Recognitions
- Questions and Answers

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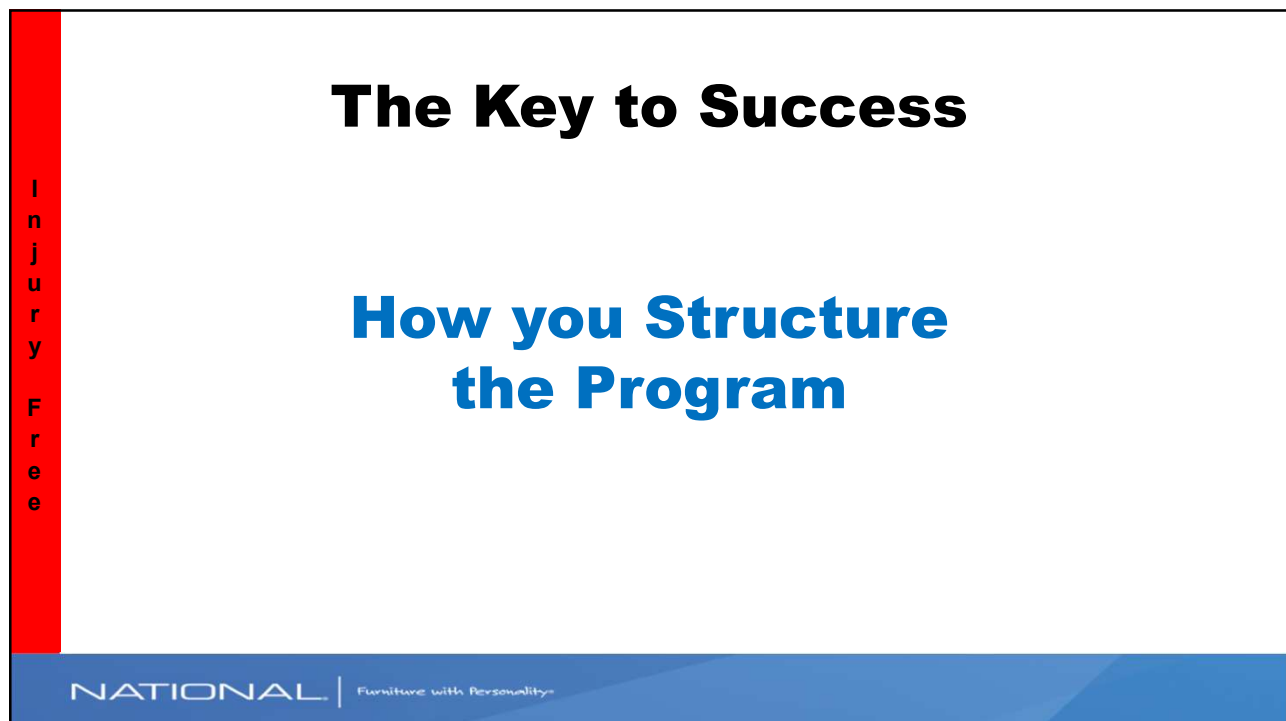


We strive for an **"INJURY FREE"** working environment for our people.

Safety is a choice,
Make it count.

CHOICES

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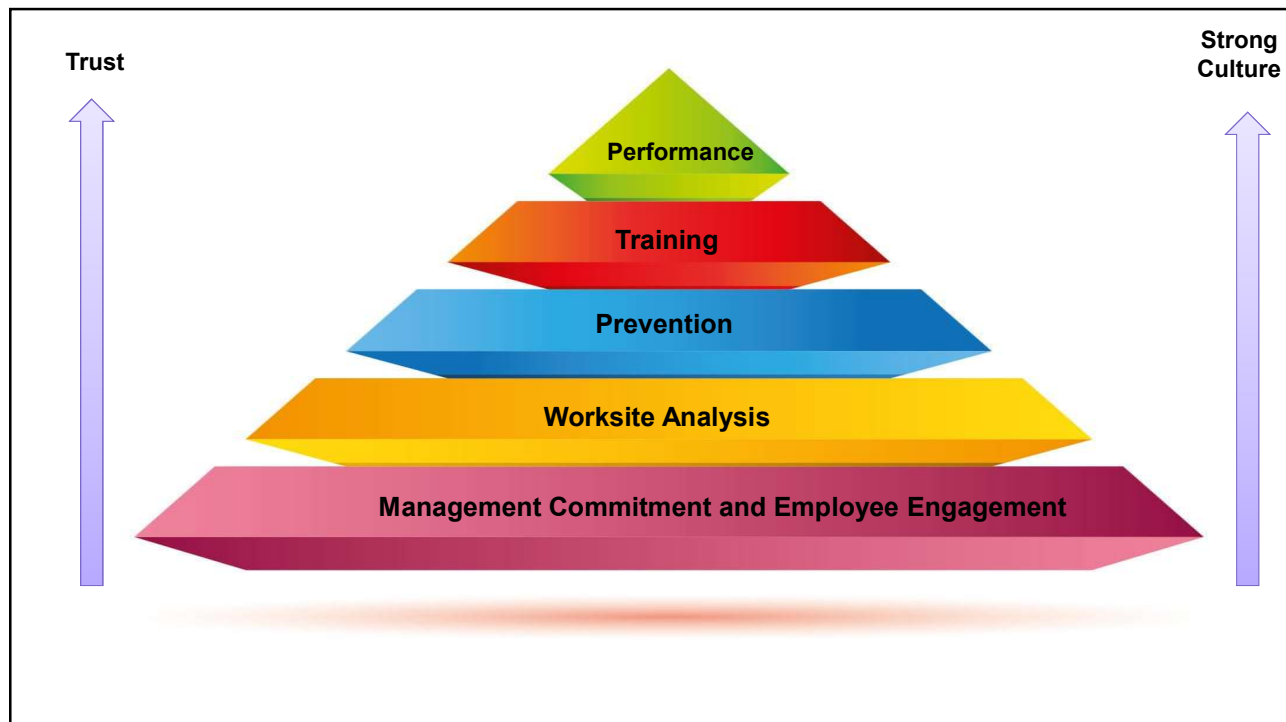
The Key to Success

**How you Structure
the Program**

Injury Free

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SAFETY MANAGEMENT SYSTEM				
Management Commitment	Employee Involvement	Worksite Analysis	Hazard Prevention & Control	Training
<u>Top Management</u>	<u>Organized Safety Team</u>	<u>Job Hazard Analysis</u>	<u>Lead Measures</u>	<u>New Employee Orientation</u>
<u>Safety is a Value</u>	<u>Safety Suggestion System</u>	<u>Trend Analysis</u>	<u>Planning Matrix</u>	<u>Documentation on Training</u>
<u>Safety Manager</u>	<u>Local Emergency Response Team</u>	<u>Audit Process</u>	<u>Behavioral Based Safety</u>	<u>Weekly Topics</u>
<u>Adequate Resources</u>	<u>First Aid Team</u>	<u>Injury /Incident Evaluation</u>	<u>Emergency Planning Drills</u>	<u>Contractors Safety</u>
<u>Line Accountability for Results</u>	<u>Ergonomics Team</u>	<u>Job Safety Procedures</u>	<u>Ergonomics</u>	<u>Ergonomics</u>
<u>Mission Statement with Policy/Commitment</u>	<u>Safety Representatives Program</u>	<u>Industrial Hygiene Monitoring</u>	<u>Near Miss Program</u>	<u>Employees assist in training</u>
<u>Goal Setting</u>	<u>BBS Site Champions</u>	<u>External Resources</u>	<u>Written Safety Plans</u>	<u>Specialized Training for Supervision</u>
<u>All Relative Items Receive Closure</u>		<u>A.E.D. Program</u>	<u>Personal Protective Equipment program</u>	
<u>Safety Performance Feedback</u>		<u>Housekeeping Rating System</u>	<u>Early Intervention Program</u>	
<u>Return to Work Program</u>			<u>Maintenance Support</u>	
<u>Contractors Safety Program</u>			<u>Organized filing system</u>	

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Slide 11 features a red vertical bar on the left with the text "Injury Free" written vertically. The main content area is white with the title "Management Commitment" in bold black font. At the bottom is a blue footer bar with the "NATIONAL" logo and the tagline "Furniture with Personality".

Injury Free

Management Commitment

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Slide 12 features a red vertical bar on the left with the text "Injury Free" written vertically. The main content area is white with the title "Management Commitment" in bold black font. Below the title, two paragraphs of text are centered. At the bottom is a blue footer bar with the "NATIONAL" logo and the tagline "Furniture with Personality".

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Management Commitment

Safety is a Key Performance Indicator at the top level meetings at Kimball International and National Office Furniture

Safety is the first agenda item at these meetings

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Management Commitment

Monthly Safety Management Review Meetings
--- at each location---

NOF 11th Avenue
2018 Calendar Year Safety Tracking

			2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	2936	2937	2938	2939	2940	2941	2942	2943	2944	2945	2946	2947	2948	2949	2950	2951	2952	2953	2954	2955	2956	2957	2958	2959	2960	2961	2962	2963	2964	2965	2966	2967	2968	2969	2970	2971	2972	2973	2974	2975	2976	2977	2978	2979	2980	2981	2982	2983	2984	2985	2986	2987	2988	2989	2990	2991	2992	2993	2994	2995	2996	2997	2998	2999	3000
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Return to Work

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Employee Engagement

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Daily Startup Meetings

Injury Free



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Safety Teams

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SEEM Teams



safety employee engagement model

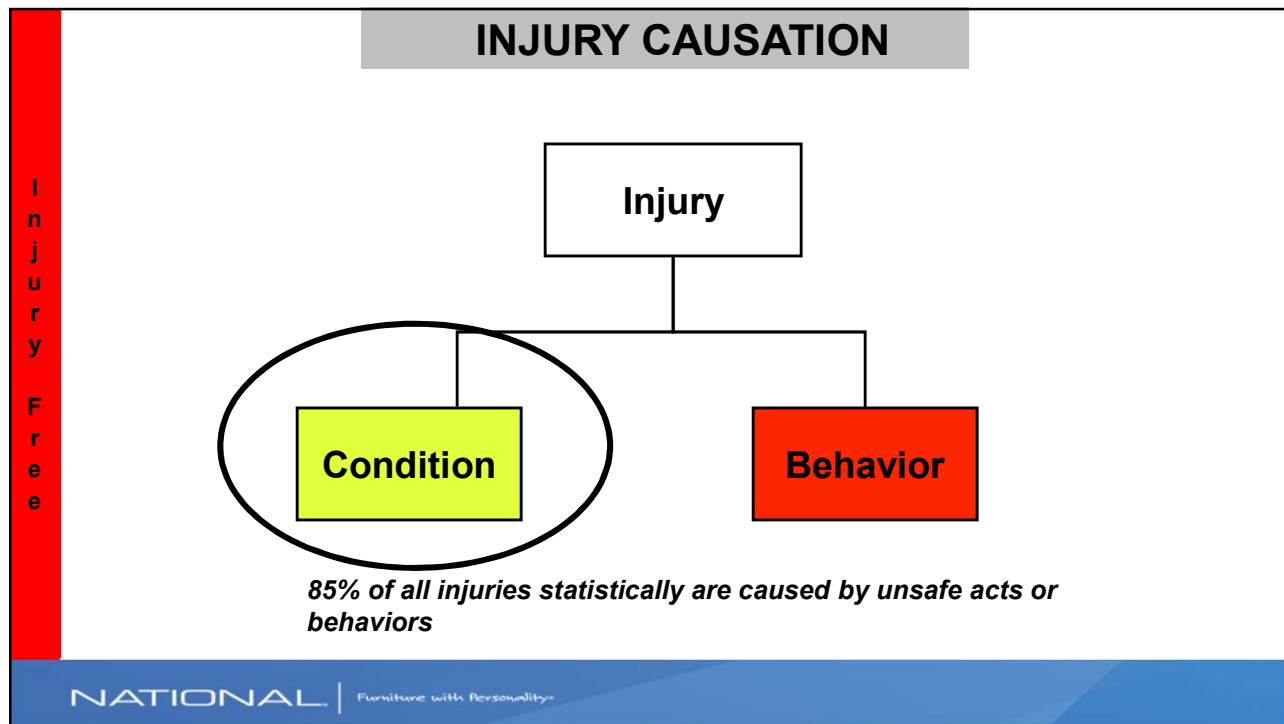
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Work Site Analysis

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Comprehensive Auditing

- Formal Annual Assessments
- Quarterly Assessments
- Monthly Audits
- Weekly Audits
- Daily Safety Observations

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Lean Job Hazard Analysis

Back Page		Action Tracking Sheet		rev. date 9/20/2016	
Use the Hierarchy of Controls to drive Corrective / Preventive Actions Implemented					
1. Avoidance 2. Engineering Controls 3. Administrative Controls 4. PPE					
Behaviors: 1. Rushing 2. Aggravation 3. Fatigue 4. Complacency 5. Mind not on Task 6. Eyes not on Task 7. Placing hands, fingers or other body parts in the Line of fire 8. Loss of balance, traction, grip	Corrective / Preventive Actions based on specific Threats / Conditions Behaviors Identified on the Front Page	Control Measure Implemented 1-2-3-4	Owner	Projected Completion Date:	Completion Date:
ERGONOMIC OR REPETITIVE THREATS/CONDITIONS					
Are mechanical lifting devices needed to assist the employee (are lift tables being used properly)?					
Do awkward/hand/wrist repetitive motions occur more than 10 times/minute?					
Is the job highly repetitive in nature?					
Does the task require "pinch grips" of parts or material?					
Does the operator have to physically handle awkward parts, i.e. large panels, large frames or fixtures?					
Do awkward postures, squatting, standing on toes exist?					
Are there tasks required below the knuckles or above the shoulder?					
Are parts/materials placement organization of workcell needed?					
Ask THE EMPLOYEE IF THEY ARE EXPERIENCING DISCOMFORT OR PAIN. (WHICH WE CAN HAVE AN ERGONOMIST OR OCCUPATIONAL THERAPIST REVIEW)					
ACUTE OR BEHAVIORAL --- THREATS/CONDITIONS					
Material Handling-manual (over 40 lbs. and/or over 30" high)					
Struck by (parts, transfers, machinery, falling objects)					
Caught in, Under or Between, or in the point of operation/guarding inadequate (use pinch stick to determine), exposed pinch points, Belts, pulleys, chains, rollers, etc.					
Cuts (sharp edges on conveyor, work surfaces, storage containers, safe use of utility knife, chisels, scissors, etc.)					
Slips, trips or falls/fatigue mat, air hose, electric cords, slippery surfaces, banding, cardboard, poly bags, shrink wrap, debris, etc.					
Hand tools (right tool for the job, in good repair, ie, cracked hammer handle, broken screw driver, etc.)					
Falls (ladders, crossovers, stairs, climbing)					
Chemical / Dust / Fumes Exposure/proper PPE being worn, ie. Gloves, aprons, etc.) Verify Industrial Hygiene Monitoring has been completed in the last 5 years, if applicable.					
Electrical Contact (damaged or frayed cords, ground prong missing, exposed wires, damaged receptacles, knock outs missing, exposed live electrical parts)					
Forklift hazard (areas identified, signage in place and being observed)					

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Daily Safety Observations

NOF Daily Safety Observation Audit		DATE: _____									
Revision: September 6, 2016	Area: Department: Auditor:	MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY	
		Process	Yes No	Process	Yes No	Process	Yes No	Process	Yes No	Process	Yes No
There are no slipping or tripping hazards present such as an airhose (airhoses must be retained or out of the way).											
Reinforce proper hand placement for 'stapling and assembly' operations to avoid stapling injuries (Not in the LINE OF FIRE)											
If applicable, have the operator state when lockout is required, show the lockout out point and that they understand the no tolerance policy.											
The employee or the operation does not use a FIXED BLADE cutting tool. And only safety utility knives are used.											
The employees hands are not within 6" of the point of operation (for potential cuts or being caught in the operation)											
The employee appears to be working ergonomically correct (not in an awkward position)											
Verify the employee has been properly trained for the job											
Compressed air should not be used to 'move dust' (ie...get airborne)											
The employee states there are no hazards or potential items that need corrected or improved											
Hand tools are correct for the job and in good condition, including staple guns and pinners											
The correct PPE is being used on the operation (glasses, gloves, foot protection, etc)											
All guards are in place and adjusted properly not to allow contact with the point of operation											
The employee knows the emergency alerts and actions											
The employee stays under the 40 lbs lifting restriction											
The area is clean and organized to prevent injuries											

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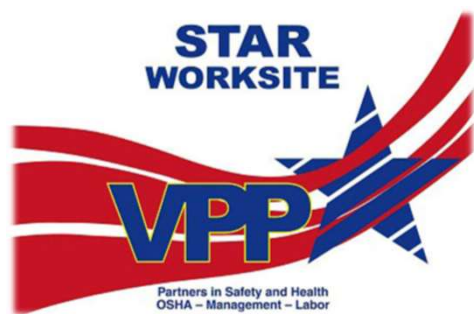
6S Scores

Area	18-Jul	18-Aug	18-Sep	18-Oct	18-Nov	18-Dec	Improvements	AVG
CNC 539	3.6	4.2	4.6	4.7	4.8	4.8	0	4.216667
Hand Sand/Finish 542	4.6	4.6	4.8	4.8	4.5	4.7	0.2	4.583333
Assembly 545	4.6	4.6	3.5	3.9	3.6	4.2	0.6	4.35
Upholstery-1 546	4.2	4.4	3.5	3.8	4.4	4.5	0.1	4.3
Upholstery-2 548	4.4	4.1	3.9	3.7	4.6	4.6	0	4.22
Upholstery-3 549	3.8	4	4.2	4.3	4.5	4.7	0.2	3.966667
HWC East upholstery 551	4.5	4.3	4.7	4.6	4.7	4.7	0	4.483333
HWC West 551	4.3	4.8	4.5	4.6	4.8	4.7	-0.1	4.55
HWC east sewing & assembly 547	4.4	4.4	4.3	4.4	3.7	4.8	1.1	4.433333
Pack 555	4.5	4.6	4.2	4.2	4.5	3.4	-1.1	4.333333
Sewing 556	4.5	4.5	4.6	4.7	4.4	4.6	0.2	4.583333
CSA	3.6	4	4.5	4.2	4.4	4.3	-0.3	3.983333

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OSHA CERTIFICATIONS



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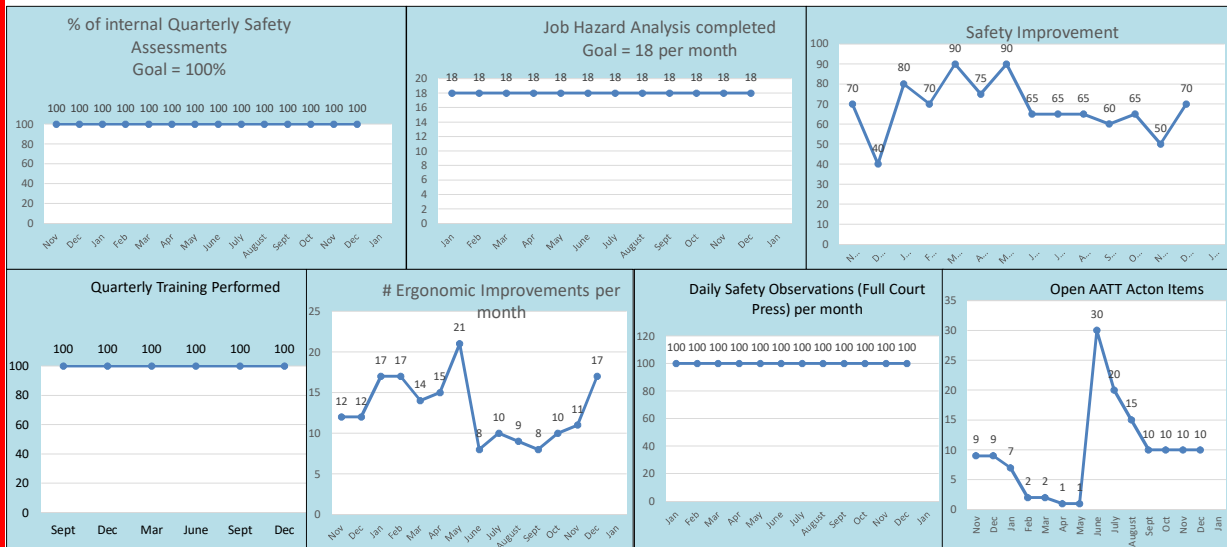
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Prevention

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Lead Measures



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Planning Matrix

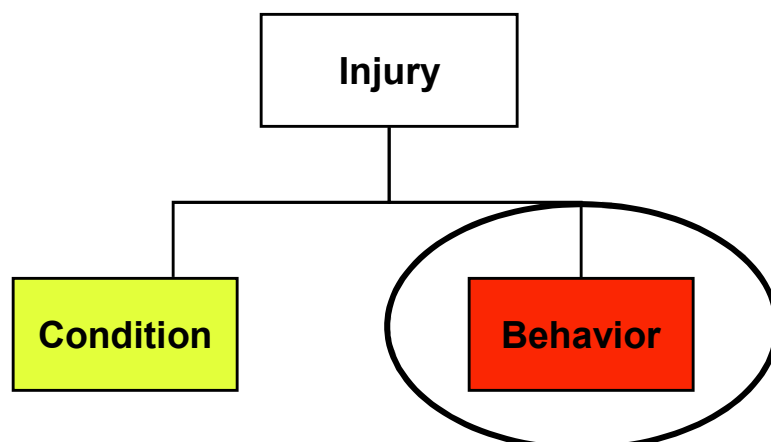
Microsoft Excel - Safety Drills Training Assessment Tracking.xlsx (Read-Only)

	A	B	C	D	E	F	G	H	I	J	K	L
	Action	Frequency	Audience	January	February	March	April	May	June	July	August	September
1												
2	Monthly Safety Committee Tour	Monthly	Nicki	x	x	x	x	x	x	x	x	x
3	Complete Safety Scorecard - Corporate	Monthly	Nicki	x	x	x	x	x	x	x	x	x
4	AED Check	Monthly	Nicki/Suzie	x	x	x	x	x	x	x	x	x
5	Elevator Evaluation/Contractor Log	Monthly	Nicki	x	x	x	x	x	x	x	x	x
6	Update Safety Matrix on Sharepoint	Monthly	Nicki	x	x	x	x	x	x	x	x	x
7	ERT Meeting & Meeting Minutes Captured/Filled	Quarterly	ERT		x		x					x
8	Internal Safety Assessment	Semi-Annual	Nicki & Emily					x				
9	First Aid Training Compliance Audit	Quarterly	Nicki		x		x		x		x	
10	Fire Drill	Annually	All Employees									
11	Tornado / Severe Weather Drill	Annually	All Employees		x							
12	Intruder Drill	Annually	All Employees		x							
13	Key Leaders Update Meeting/Reports	Annually	Emily/Angie/Richard/Parvin		x			x			x	
14	Bloodborne Pathogens Communication	Annually	All Employees/First Aid Resp.							7.6.2012		
15	HazCom Communication-n/a per vine	Annually	Not need per vince									
16	Ergonomics Communication	Annually	All Employees									9/28/2012
17	Bomb Threat Awareness Communication	Annually	Lindy/All Employees									
18	Job Safety Procedures Awareness Reminder	Annually	All Employees					x				
19	Safety Policy Review	Annually	All Employees								8.10.2012	
20	Simplex Inspection of Alarm System	Annually	Simplex									
21	Emergency Action Plan Training (Drills)	Annually	All Employees		x							
22	Fire Extinguisher Training	Annually	ERT					x				
23	Emergency Action Plan Updates	Semi-Annual	Nicki		x							
24	Workplace Violence Training	2-3 years	All Employees									
25	Fire Department Walk-thru	Every 3 years	HR/Fire Dept.									x
26	Post & Take down OSHA Log	Annually	Emily/Nicki		x		x			x		
27	Alert Driving Modules	Quarterly	Nicki		x		x			x		
28	Company License Audit	Semi-Annual	Nicki	x	x		x					
29	Monthly Stretches	Monthly	Nicki	x	x	x	x	x	x	x	x	x
30	Job Hazard Analysis Review - Sheets	Quarterly	Nicki	x				x		x		
31	Update Emer. Action Plan Pkts - Plan, Maps, Dist. List	Quarterly	Nicki		x				x			x
32	No Tolerance Policy Training-Maintenance-N/A per vince	Annually	Nicki									
33	Check First Aid Kits	Quarterly	Nicki	x			x			x		x
34	Completed											
35	Proposed											
36	In Progress											

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INJURY CAUSATION



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Management Commitment

Investments in our People

Over 1000+ Behavior Based
Site Champions

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Ergonomic Improvements



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Early Intervention Program

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Basic Principle

Early intervention is a proactive strategy designed to discover early warning signs of MSDs and prevent the early warning signs from developing into an injury.

Early Reporting is the Key!

Stretching Programs

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Post Offer Job Function Testing

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CHOICES

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Incentives

For CONTRIBUTIONS to improve Safety

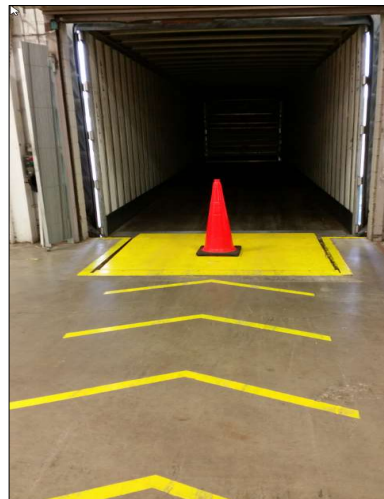
- Safety Improvements
- For being on a Safety related Team

Injury Free

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Safety Improvements



Injury Free

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Employee Engagement

- **316 Ergonomic Improvements**
- **565 Job Hazard Analysis**
- **3,965 Safety Improvements**
- **4,866 Daily Safety Observations**

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Comprehensive Auditing

- **Formal Annual Assessments**
- **Quarterly Assessments**

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SAFETY MANAGEMENT SYSTEM				
<u>Management Commitment</u>	<u>Employee Involvement</u>	<u>Worksite Analysis</u>	<u>Hazard Prevention & Control</u>	<u>Training</u>
<u>Top Management</u>	<u>Organized Safety Team</u>	<u>Job Hazard Analysis</u>	<u>Lead Measures</u>	<u>New Employee Orientation</u>
<u>Safety is a Value</u>	<u>Safety Suggestion System</u>	<u>Trend Analysis</u>	<u>Planning Matrix</u>	<u>Documentation on Training</u>
<u>Safety Manager</u>	<u>Local Emergency Response Team</u>	<u>Audit Process</u>	<u>Behavioral Based Safety</u>	<u>Weekly Topics</u>
<u>Adequate Resources</u>	<u>First Aid Team</u>	<u>Injury /Incident Evaluation</u>	<u>Emergency Planning Drills</u>	<u>Contractors Safety</u>
<u>Line Accountability for Results</u>	<u>Ergonomics Team</u>	<u>Job Safety Procedures</u>	<u>Ergonomics</u>	<u>Ergonomics</u>
<u>Mission Statement with Policy/Commitment</u>	<u>Safety Representatives Program</u>	<u>Industrial Hygiene Monitoring</u>	<u>Near Miss Program</u>	<u>Employees assist in training</u>
<u>Goal Setting</u>	<u>BBS Site Champions</u>	<u>External Resources</u>	<u>Written Safety Plans</u>	<u>Specialized Training for Supervision</u>
<u>All Relative Items Receive Closure</u>		<u>A.E.D. Program</u>	<u>Personal Protective Equipment program</u>	
<u>Safety Performance Feedback</u>		<u>Housekeeping Rating System</u>	<u>Early Intervention Program</u>	
<u>Return to Work Program</u>			<u>Maintenance Support</u>	
<u>Contractors Safety Program</u>			<u>Organized filing system</u>	

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Assessment Checklist					
NATIONAL		Furniture with Personality			
Safety Assessment Checklist Review --- Revision 11/27/2018					
Yellow highlighted items indicate a Kimball International standard					
SCORECARD CHECKLIST					
Privileged & Confidential Information					
Com	Non-	n/a	Item #	Scorecard Checklist is used as part of the Safety Assessment process to provide supporting details for the Safety Scorecard Assessment	
MANAGEMENT COMMITMENT				Comments/Suggestions/Recommendations	
Policy			1	Safety policy is written, posted and reinforced on a regular basis (verify)	
			2	Written Policy is explained to new employees in orientation.	
			3	Employees understand written policy. (Survey Employees)	
			4	Is safety reviewed with all employees at plant meetings (Documentation)	
				Goals are documented and published	

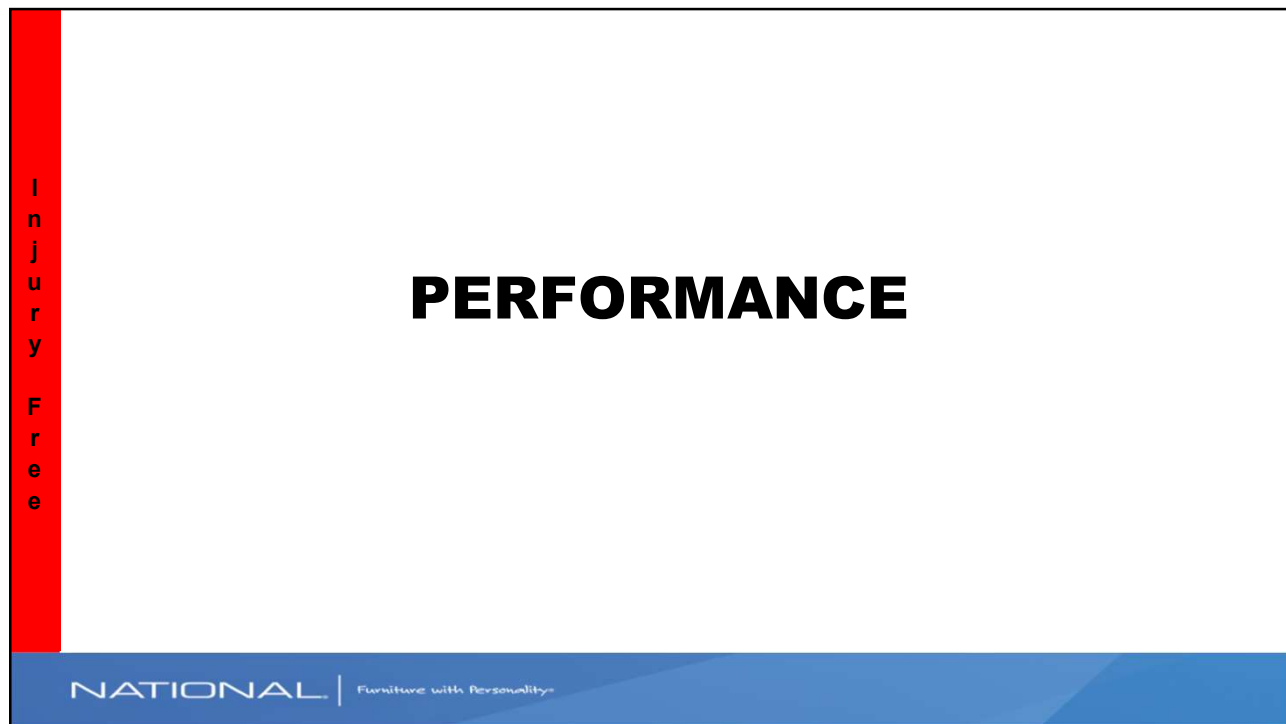
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Continuum based Safety Continuous Improvement Model' --- Safety Assessment				
Safety	Phase 1	Phase 2	Phase 3	Phase 4
Management Commitment	Safety is not a priority of the location's management team	Safety is regulatory based and 'ownership' is with the Safety department	Safety is apparent within the various levels of the management team	Safety is a core value and accountability is with the management team
	Limited if any Safety resources, and not at a management level	Dedicated Safety Manager	Safety Manager with dedicated resources	Safety Manager is a member of the business units long term strategic planning team
	Limited if any accountability of Safety is evident, most actions are driven through the Safety department instead of at the local levels or departments	Managers are aware of issues but rely on Safety Department to solve issues	Managers are proactive, evidence is obvious	Front line managers are well engaged, take full accountability and drive continuous Safety improvement
	No contractor safety program or plan is written program but no agreements or COIs in place, no training.	Training provided, no formal follow up to assure compliance to safety standard, third party certification programs may be utilized	Contractors are only selected from list of preferred or approved providers	Third party 'certified' contractors used, location performs audits to verify compliance to safety standards
	New hires are not screened	Turnover of new hires are frequent (ie... 30% or higher)	All new hires are screened through the SPI process	All new hires are screened through a pre-employment/post offer physical testing program
	No continuous improvement process is in place	Continuous improvement process, such as lean introduced, but Safety is not included	Safety becomes part of the Continuous improvement process, all Safety related items receive closure	Continuous improvement efforts proactively assure Safety is the primary focus
	No return to work program for injured employees or if employees are brought back they are placed in non-productive jobs	Employees are brought back but not into a productive environment	Employees return to work following injuries in a productive job	Managers of the injured employee take full responsibility for the injury and reinforce the return to work program by placing them back into their normal job
	No policy or goals are in place or the policy and goals are documented but not understood by employees	Policy and goals communicated but not fully understood and followed... being more proactive than reactive	Policy and goals well understood, actions being driven to obtain results	Safety vision is a natural part of the culture (DNA)
Employee Involvement	No Safety team or the Safety team is identified with limited training and effectiveness, low attendance, managers do not support participation	Safety team is well trained, meets on a regular basis, good attendance, accountability and responsibility given, management supports to a limited degree	Safety team helps develop and provide training, high levels of education. Management supports participation.	Advanced form of employee engagement and empowerment (ie... SEEM)...and is executing at a high level. Strong degree of management commitment
	Employees are either not engaged or accountable, and are not participating in improvement efforts	Evidence exists that employees are starting to participate in proactive measures to improve Safety and eliminate injuries	Employees want accountability and show positive participation to eliminate injuries	Strong evidence of employee involvement and empowerment
	No or limited effective communication program for employees, limited management follow-up, slow reaction to complete actions. Legal issues arise from claims.	Effective communication process, limited tracking.	Strong communication between employees and management	Highly effective communication process through local or management level, all items formally tracked and completed in a timely basis. Legal issues relative to claims are not evident or very infrequent.
	Employees do not participate on Safety related teams such as emergency or ergonomics, or teams are limited in attendance or effectiveness	Teams meet but are limited responsibilities	Effective teams, meets on a regular basis to review roles and responsibilities, drills performed	High level of confidence and execution are exemplified when emergencies arise
	No near miss program exists	Limited safety suggestion program in place	Formal Near miss program in place that tracks and trends data. Employees are incentivized for participation.	Program becomes more related to 'safety improvements' than near misses. 5% or higher participation (weekly) in the near miss program based on the total number of employees
Worksite Analysis	No or informal job hazard analysis are performed, job safety procedures are written without formally assessing	Formalized or standardized Job Hazard Analysis with employee participation and creation of documented job safety procedures	Lean Job Hazard or similar process (all processes reviewed every 18 months or less)	All processes reviewed at least annually
	Internal audits are not performed or ineffective, no tracking, no follow up or closure	Audits performed, tracked and owned within individual work group	Audits are broken down from the plant level (generic) to specific items by 'area'	Audits are specific to a piece of equipment or process
	Serious injuries have occurred	Audits performed but no focus on Big Stones	Big Stones recognized and audited	Big Stones have a high level of review and focus. No serious injuries have occurred for an extended period of time
	Injury investigations are not performed or only performed on Lost time or medical claims	Investigations performed on recordable injuries only but not effectiveness	Formal investigation through all types, first aid, near miss, etc	Investigations are owned by management or management process with highly effective 'preventive' actions
	No industrial monitoring is performed or only when based on employee complaints	Formal system in place with regular testing performed based on scheduled time period or review of incoming material	All new materials or chemicals are reviewed and approved prior to being used. I.H tests are conducted as needed (immediate)	Chemicals, materials or processes that create the need for monitoring are eliminated
	Location doesn't have a management system	Location has a management system but doesn't audit its effectiveness	Location audits the management system	Location performs quarterly assessments and demonstrates continuous improvements

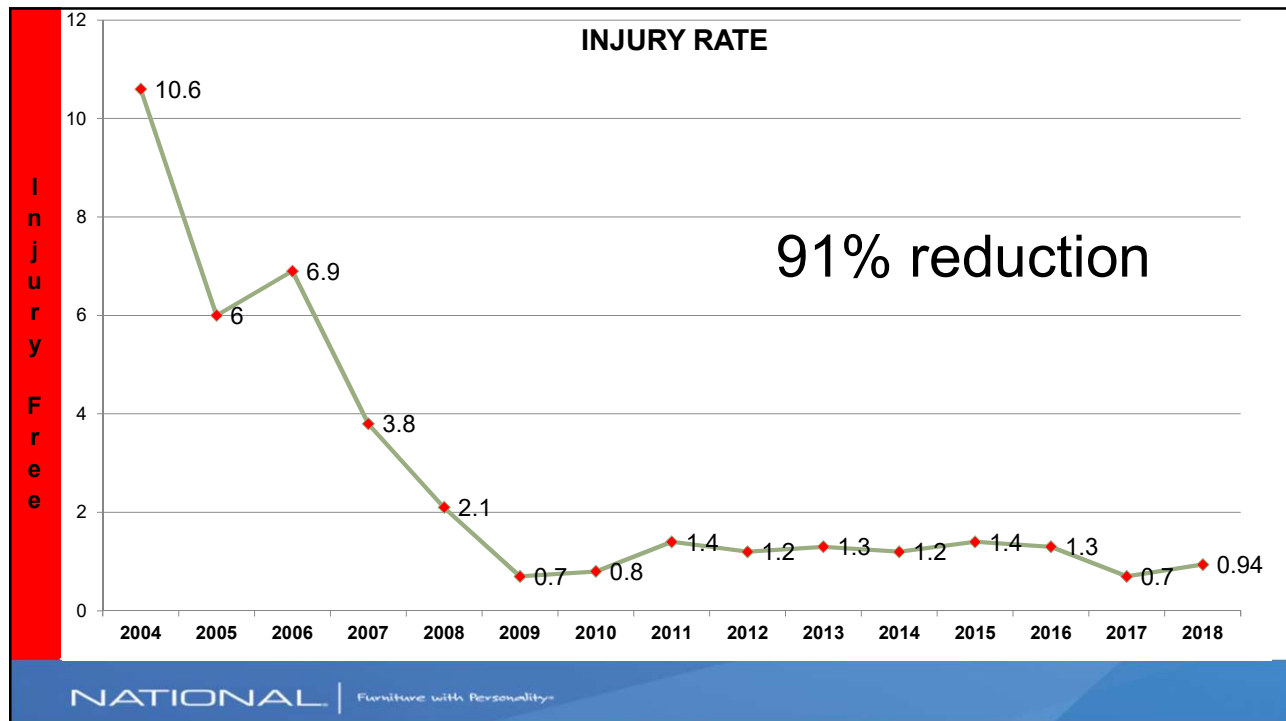
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Assessment Action Tracking							
Location	Date of Assessment	Category	Item	Action	Owner	Expected Date of Completion	Completed
SC	10/5-6/2016	General Items	No workplace injuries or illnesses have a formal injury report associated with it. Each report has proper signatures including the injured employee	Finalize the one 2016 injury report			
SC	10/5-6/2016		All files are well organized. The standardized filing system is followed	Continue current efforts to finalize all electronic files at SC (and we need to sync up across National)	Lisa	ongoing	
SC	10/5-6/2016	General Items	Verify that all required training has been completed which may include: Combustible dust, Confined Space, Forklift, Haz Com, Hearing, Safe Driving.	Upload the files to the electronic files	Lisa	1/1/2016	
SC	10/5-6/2016	General Items	Training	Operators no longer change tooling.	Lisa	12/1/2016	
SC	10/5-6/2016	General Items	An advanced safety training programs exist for supervision.	Review options (possibly tie into quick video reviews at the monthly safety review meetings)	Lisa	1/1/2016	
SC	10/5-6/2016		PLANT AND OUTSIDE WALK-THROUGH				
SC	10/5-6/2016	Plant	MR2 - employee not wearing safety glasses, HMG label missing on a container	Corrected	Lisa	10/6/2016	10/6/16
SC	10/5-6/2016	Plant	Maintenance area, housekeeping opportunities in specific areas, items stored under electrical boxes, bandsaw left in the upright position (non-guarded), no HMG labeling on a couple items, 2 forklifts (out of service?) didn't have the fire x checked monthly	Review with Maintenance and correct	Lisa	10/7/16/16	10/7/16
SC	10/5-6/2016	Plant	WAVE - employee not using an ergo lift to pickup multiple panels at a time	Find or use an ergo lift	Lisa	ongoing	
SC	10/5-6/2016	Plant	Whiteboard - safety chain on bander not in use, missing HMG label on glass cleaner	Correct	Lisa	11/24/2016	11/26/16
SC	10/5-6/2017	Security	Update master key listing	Master key listing was added to Security Plan	Lisa	10/7/2016	10/7/16
SC	10/5-6/2017	Security	Security plan	Plan was uploaded into security section in secure files	Lisa	10/7/2016	10/7/16
DV	4/5-6/2017	General Items	Process in place where Safety Manager is provided notification of all contractors work on premises.	Assure Safety is always aware of upcoming projects	Managers/Maintenance	End of 2017	
DV	4/5-6/2017	General Items	Managers attending and participating in safety committee meetings	Randomly attend	Mike/Josh	End of 2017	
DV	4/5-6/2017	General Items	Documentation and action plans exist from safety team meetings	Working on improving minutes documentation	Josh	Apr-17	April 9th 2017
DV	4/5-6/2017	General Items	Industrial Hygiene exposures.	Open drink containers noted	Josh/Managers	4/1/2017/Continuous Addressing	4/24/17
DV	4/5-6/2017	General Items	Fire department has toured the facility in the past 3-year period	Document 2017 walk through	Josh	Date/Time Posted	4/24/17
DV	4/5-6/2017	General Items	Have all employees with potential exposure to Blood borne Pathogens been given the opportunity to take Hepatitis B vaccine. Those not receiving the vaccine must sign a declination form. Verify	Create Matrix and Finish series of shots and document all	Josh	May 2017-Scheduling-Contract Signed, Matrix Created	4/24/17
DV	4/5-6/2017	High Level Recommendations	A history of ergonomic improvements is being documented	Start listing monthly ergo improvements	Josh	Log created 4/24/17	4/24/17
DV	4/5-6/2017	High Level Recommendations	Verify that all required training has been completed which may include:	Put dates on lockout trainings, perform the 2017 Forklift training, testing and driving requirements, Haz Com. Hot work and confined space for maintenance.	Josh	Dates are on lockout machine lists	
DV	4/5-6/2017	High Level Recommendations	A new Safety Manager is given opportunity to attend training from such resources as National Safety Council, Voluntary Protection Program, American Society of	Training matrix created for Josh to attend both technical and			

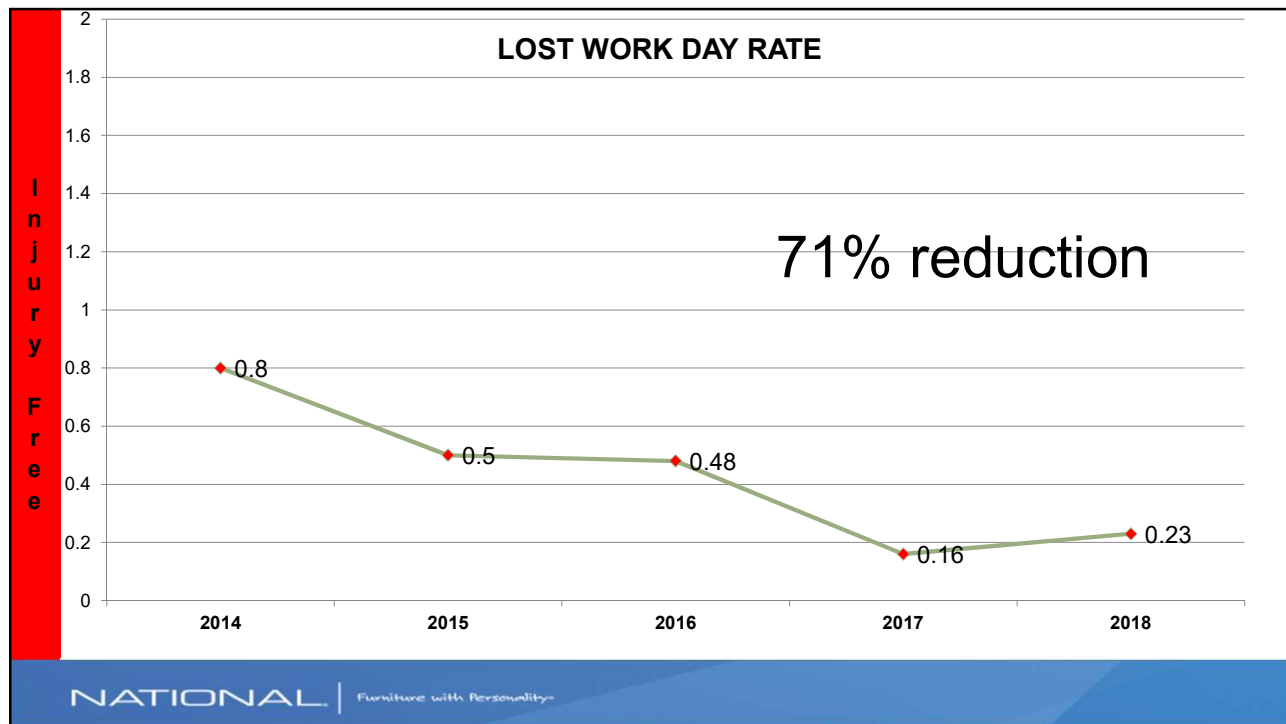
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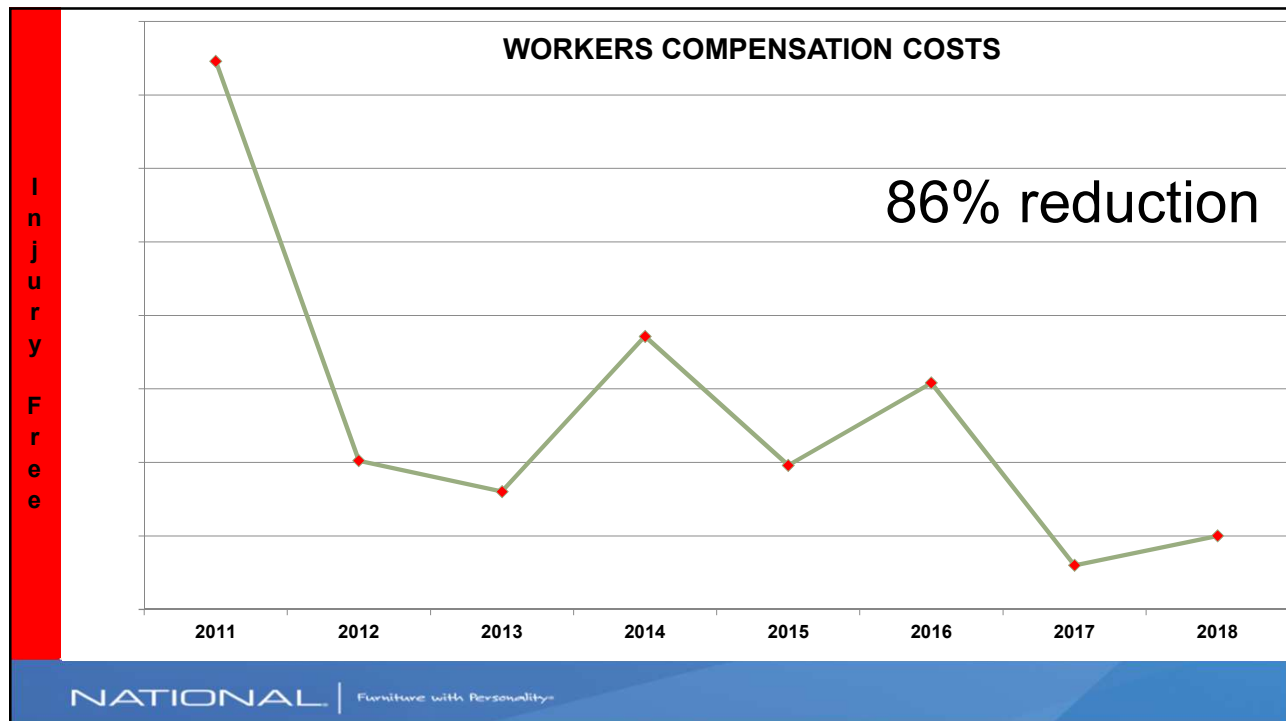
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RECOGNITIONS

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Lastly, why we do what we do!

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We strive for an **"INJURY FREE"** working environment for our people.

Safety is a choice,
Make it count.

CHOICES

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