

Kimball International

- **Founded in 1950 in Jasper, Indiana**
- **\$1.2 billion sales**
- **6200 employees**
- **With 20 locations in United States and in Mexico, Poland, Thailand, Wales and China**



Kimball International

The role of Safety

“To create Safe and Secure working environments for our people”

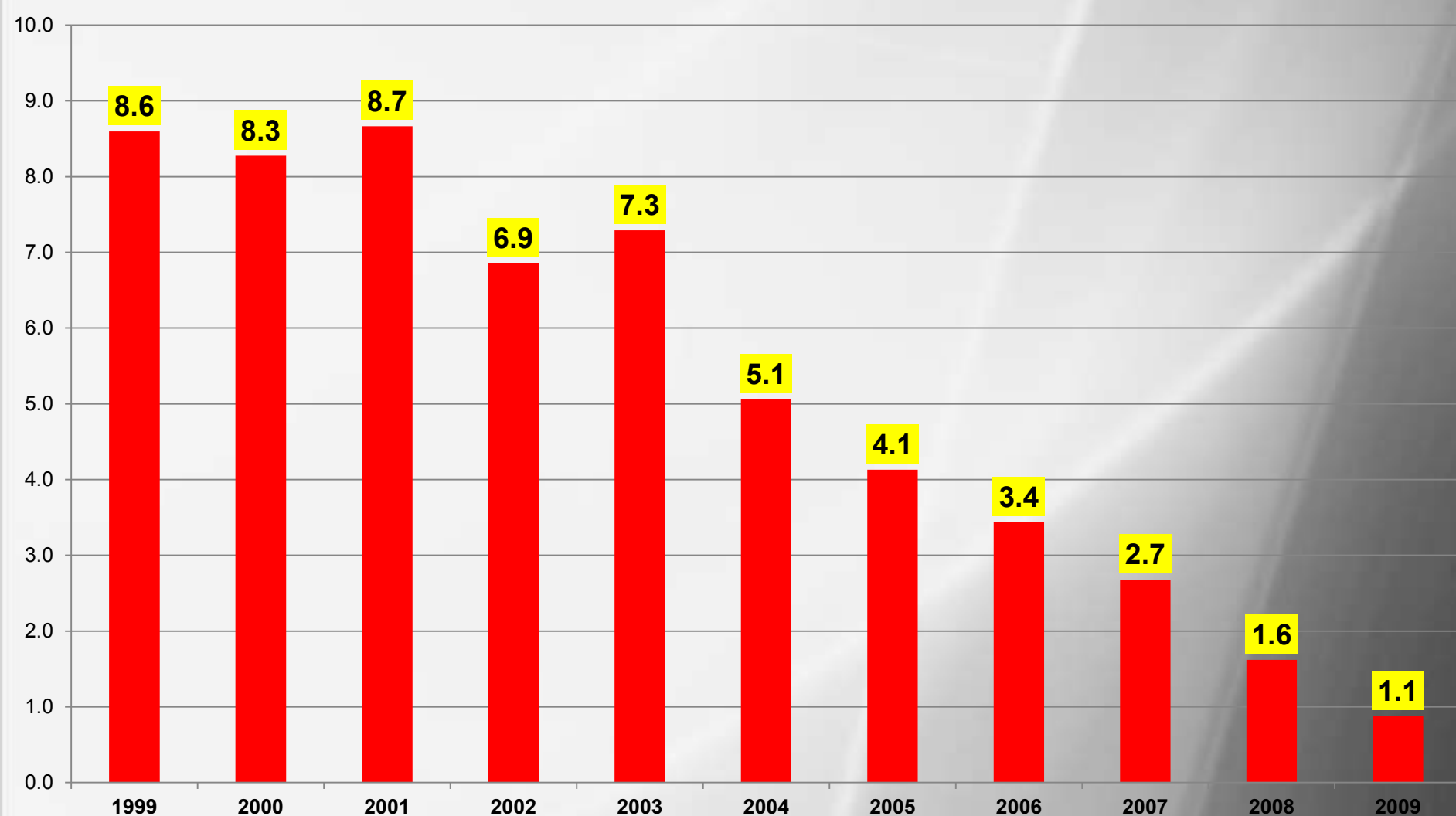
THE SAFETY MANAGEMENT SYSTEM

KIMBALL INTERNATIONAL 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>Planning Matrix</u>	<u>New Employee Orientation</u>
<u>Safety is a Value</u>	<u>Safety Suggestion System</u>	<u>Trend Analysis</u>	<u>Written Safety Plans</u>	<u>Documentation on Training</u>
<u>Safety Manager</u>	<u>Local Emergency Response Team</u>	<u>Conditional Auditing Process (Checklists)</u>	<u>Emergency Planning Drills</u>	<u>Weekly Topics</u>
<u>Adequate Resources</u>	<u>First Aid Team</u>	<u>Behavioral Based Safety process</u>	<u>Personal Protective Equipment program</u>	<u>Contractors Safety</u>
<u>Line Accountability for Results</u>	<u>Ergonomics Team</u>	<u>Safety Team Audits</u>	<u>Early Intervention Program</u>	<u>Ergonomics</u>
<u>Safety/Staff Member</u>	<u>Safety Representatives Program</u>	<u>Injury /Incident Evaluation</u>	<u>Maintenance Support</u>	<u>Safety Team Trains new hires</u>
<u>Visible Management Involvement</u>	<u>Wellness Team</u>	<u>Job Safety Procedures</u>	<u>Preventive Maintenance Program</u>	<u>Employees deliver Training</u>
<u>Safety Manager is Part of Management Planning</u>		<u>Industrial Hygiene Monitoring</u>	<u>System for Tracking Hazard Correction</u>	<u>Adequate Software/Hardware</u>
<u>Mission Statement with Policy/Commitment</u>		<u>First Aid Log Program</u>	<u>Job Rotation as Required</u>	<u>Specialized Training for Supervision</u>
<u>Goal Setting</u>		<u>Written Ergonomics Program</u>	<u>Housekeeping Rating System</u>	
<u>All Relative Items Receive Closure</u>		<u>Management Shares findings with employees</u>	<u>Organized filing system</u>	
<u>Safety Performance Feedback</u>		<u>External Resources</u>		
<u>Return to Work Program</u>		<u>A.E.D. Program</u>		
<u>Contractors Safety Program</u>		<u>Government Audits</u>		

Performance

Injury Rates by Year



Corporate Assessment Process

Quarterly Assessment Summary Report for April - June 2009

Business Unit	Safety	Environment	Facilities	Organizational Eff.
Location name	September-08	February-09	April-07	June-07
	March-07	May-07	September-07	December-07
	May-06	June-07	September-07	October-07
	October-08	November-07	January-09	October-08
	N/A	N/A	N/A	N/A
	May-09	December-07	February-08	October-08
	March-07	May-07	September-07	December-07
	April-07	June-07	May-07	October-07
	November-08	December-07	February-08	November-08
% Green Ratings	63%	75%	63%	38%

OSHA Voluntary Protection Program

VPP-STAR Facilities

Kimball 15th Street (1999)

Kimball Electronics Jasper (2004)

Kimball Logistics (2009)

Kimball Cherry Street (2009)

National Santa Claus (2009)

Special Government Employee

Kimball Electronics Jasper 2 SGEs

Kimball 15th Street 1 SGE

Kimball Cherry Street 1 SGE

Kimball Electronics Jasper

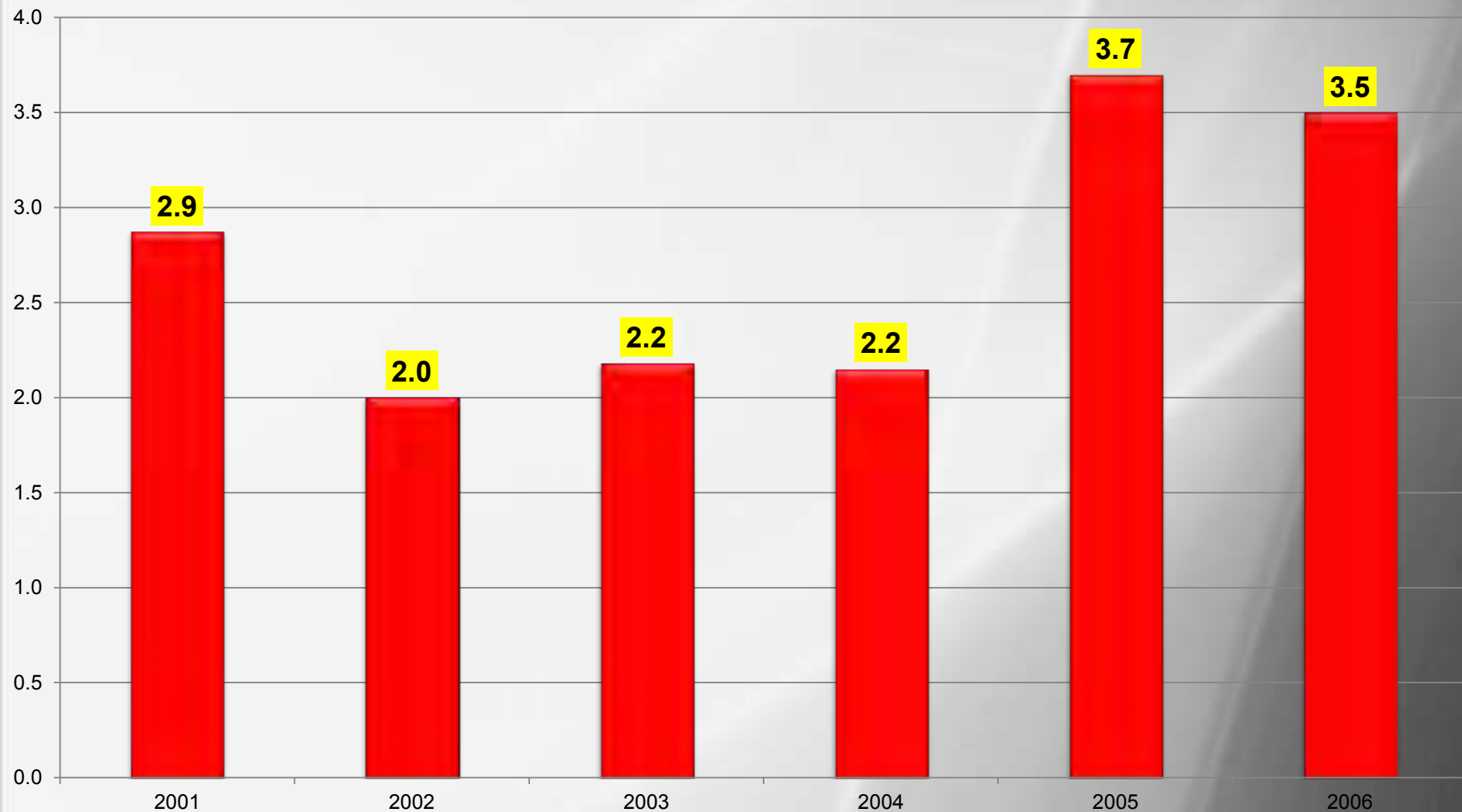
- Manufacturer of durable electronic components
- Located in Jasper, Indiana
- 550 employees
- 2 full work shifts, 1 partial shift
- 3 buildings



Morning Stretching Program

Every year we must begin anew

Injury Rates by Year



Challenges to KEJ

- Injury rate - ↑
- Workers Comp Costs - ↑
- Average age of workforce
- Tenure of workforce
- Type of work
- High turnover of Management



Our keys to changing our Safety life...

- **Internal assessment**
- **Review of historical documents**
- **Interviews with Supervisors and Employees**
- **Increased communication**
- **Employee involvement**
- **Management Commitment**
- **Outside resource**



Keys to Change

- Internal Assessment
 - Corporate Safety Assessment 9/05
 - Conducted internal assessments
 - Corporate Safety Assessment 9/08
- Review of historical Documents
 - OSHA 300 logs for the previous three years
 - Action plan from the 2005 Corporate Safety Assessment



Keys to Change

- Interviews

- Met with front line supervision
- Met with Safety Team members
- Met with many employees one on one

- Increased communication and employee involvement

- Bi-monthly Safety Talks
- Increased number of Safety Teams and members on the teams
- Use of computer to send out information
- Made use of the electronic bulletin board.

Keys to Change

- Management Commitment

- Upper management was on board
- With floor time the employees got on board
- Overcame the initial obstacles

- Outside Resource

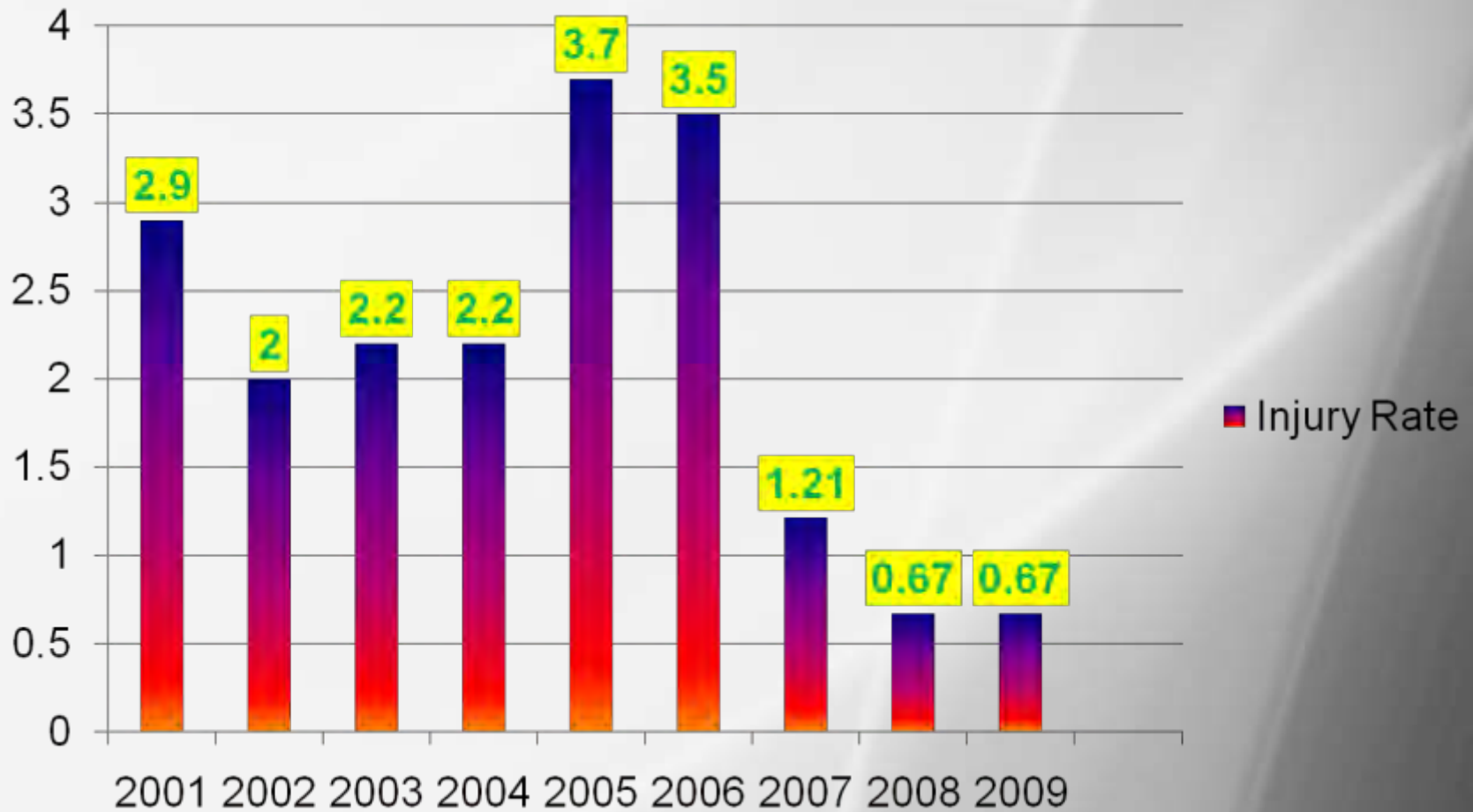
- Realization that we can't do it all
- Needed to allow our people to talk about pains before a medical problem arises.
- Another set of eyes on the floor to help us – this led to Advanced Rehabilitation Inc.

KEJ Results

- In late 2006 we started to make changes.
- In 2007 we felt we made significant strides in improving our commitment to Safety and reducing our injuries.
- Yet, we wanted to wait for another year (2008) to prove that this was not a fluke.
- In 2009 we continued our progress.

Performance

Kimball Electronics Jasper



SUCCESS

*In 2009, we maintained our **VPP-STAR** designation after a very comprehensive audit by Indiana OSHA.*



SUCCESS

- In January 2009, we submitted our Early Intervention project for the Governor's Workplace Safety Award under Partnership.
- In February 2009 we received the award.



SUCCESS

- In June 2009 we received the Liberty Mutual Vice President's Safety Award



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Our beginning...



... as our journey continues!

 **Kimball** International