

Developing Health and Safety Training for EICC® and GeSI Members

Summary

Eastman Kodak Company, a member of the EICC since 2006, has a supplier standard which sets out its social and environmental expectations and which incorporates the EICC Code of Conduct. To help build the capabilities of its suppliers to fulfill the health and safety requirements in the Code, Kodak worked as a task force Co-Lead in the Learning and Capability Building Work Group that developed a Health and Safety Training for facility managers. This taskforce also included members of the Global e-Sustainability Initiative (GeSI). The taskforce kicked off the training development in 2010 and will launch the training materials in fall 2011.

Background

Kodak is a Fortune 500 company with a broad portfolio of products and services, including image capture and output devices, as well as solutions for consumer, business and commercial printing applications. Kodak has approximately 18,000 employees worldwide with about half located in the United States. Development and manufacturing centers are located in Brazil, Bulgaria, Canada, China, Germany, India, Israel, Japan, Mexico, Russia, Singapore, the United Kingdom and the United States. Kodak utilizes the EICC and its own company tools such as the self-assessment questionnaire and audits, to verify suppliers are meeting Kodak's expectations. Kodak then works with suppliers to close any gaps that may be found.

Kodak worked as a Co-Lead of the taskforce which, with EICC and GeSI members, developed the Health and Safety Training for facility managers. EICC members recognized the importance of health and safety training programs in protecting the health of workers. The safety culture of a company is the product of shared values, attitudes, perceptions, competencies and behaviors. The new Health and Safety Training Program can be used to help build a positive safety culture, which is characterized by open communication based on trust and mutual understanding of the importance of safety and preventive measures. Simply put, protecting workers' health is the right thing to do.

The primary driver to develop the training came from audit findings of supply chain audits conducted by EICC and GeSI members, along with member company feedback that revealed that safety measures in the workplace are often lacking in the electronics supply chain, potentially exposing workers to safety and health hazards. Additionally, EICC and GeSI members, along with nongovernmental organization stakeholders, indicated the need for better health and safety education and performance in the supply chain.



COMPANY PROFILE

HEADQUARTERS: Rochester, New York, USA
 LOCATIONS: Global
 INDUSTRY: Imaging equipment and services
 FOUNDED: 1880
 EMPLOYEES: 18,000
 ON THE WEB:
www.kodak.com

CHALLENGE

Develop relevant and meaningful Health and Safety training for EICC and GeSI members.

SOLUTION

Utilize member practices to develop the framework for training. Engage training provider to flush out and formalize training materials, creating documents in three languages.

BENEFITS

- Common training for EICC and GeSI members to use in their own facilities and in their supply chain
- Use of member knowledge and operational practices to develop practical training
- Collaboration between EICC and GeSI makes the training available to more companies

Key Elements to EICC and GeSI Capability Building and Training Programs

The Health and Safety Training was designed to help facility managers promote a culture of health and safety within a factory, emphasizing accident prevention and the safeguarding of workers. The Training benefitted from the input and expertise of eight EICC and GeSI members. The taskforce engaged STR Responsible Sourcing to support the development of the training and to facilitate the training pilots.

The content was developed by reviewing the EICC Validated Audit Process audit findings, and aligning content to industry best practices. Member companies provided the initial draft content for the training based on their expertise. The training is highly interactive and contains discussion, case studies, and role-play as central parts of the learning process. It applies a “train the trainer” methodology whereby factory management and other training participants share their lessons learned by training other employees and their suppliers to enable broader scale and reach to more suppliers.

An initial pilot of the training was conducted in Shanghai that attracted sixty people including two of Kodak’s China-based employees, Mr. Michael Lu and Ms. Julia Zhu. They are both from Kodak’s Supply Chain Operations responsible for working with their supplying manufacturers on the cost, quality and delivery of Kodak products in China. They commented:

Our team is responsible for working with our ODMs to optimize cost, quality, and delivery of Kodak's digital cameras and devices. Last November we attended the EICC training session in Shanghai. The case studies and best practices introduced during the session helped us to better understand the health/safety requirements. This knowledge will be very useful as we engage suppliers one-on-one when HSE issues arise at their facilities. In fact, we believe that the training materials would be a useful educational tool to share with our suppliers. We hope that more training sessions will be held in China so that we can continue to improve our knowledge and our suppliers' HSE performance.

To implement improvements in its supply chain, Kodak plans to engage with suppliers going forward to share the Health and Safety training and best practices.

Key Challenges

Feedback from the training was, overall, very positive with over 95% of participants indicating that they were very satisfied or satisfied with the training. The improvements that were suggested by participants were to increase the time during the training to allow participants time to absorb the materials and to add more case studies. In response to this feedback, the taskforce increased the number of case studies from three to six and added two hours to the training making it a six-hour training course.

The key challenge to a successful occupational health and safety training program is to obtain strong facility management commitment and worker participation, which helps build a culture of safety. This culture, with mutually understood goals and clear roles and responsibilities, protects workers’ health and adds business value to companies by reducing accident-related costs, improving worker morale, and increasing productivity. The other significant challenge is building a management system that creates a framework for a successful health and safety program.

Lessons Learned

A team-wide effort is critical to ensure the success of the training development and deployment. If a "critical mass" of companies participates in deploying the training program, it helps to increase commitment and create a standard practice for capability building associated with the EICC Code of Conduct. Having materials in relevant languages and easily adaptable to different cultures and ways of learning is equally critical.

The Health and Safety training materials include:

- Presentations that are available in Chinese, Spanish and English
- The Foundational Training Manual that outlines the overall course and provides guidance to prepare the trainer
- The Training Manual that aligns with the slide deck. It defines the key components of health and safety programs, worldwide requirements, EICC-GeSI key concepts, best practices, management systems and the business case for occupational health and safety. Regulatory information and resources are also provided as well as case studies that align with the health and safety components of the presentation.

Materials will be available in fall 2011.

More Information

For more details about Kodak's sustainability efforts, please see their [Global Sustainability site](#).

About EICC® (Electronic Industry Citizenship Coalition®)

The EICC was established in 2004 to improve social, economic, and environmental conditions in the global electronic supply chain through use of a standardized code of conduct. The EICC was incorporated in 2007 as an association to ensure greater awareness of the Code, and to expand its adoption across the industry. The EICC includes over 60 global electronics companies. For more information or to view the EICC Code of Conduct, see www.eicc.info or the latest EICC annual report.

