



Eastman Chemical Company: *Managing Health, Safety, Environment, and Security Training at the Kingsport Site*

If you wear sunglasses, sip drinks from plastic bottles or use a credit card, you may have Eastman Chemical Company (NYSE:EMN) to thank for the physical composition of these essential consumer items. Headquartered in Kingsport, TN, Eastman's global enterprise manufactures and markets more than 1,200 chemicals, fibers, paints, coatings, and plastics products that find their way into people's everyday lives.

While consumers may tend to take these products for granted, Eastman must ensure that production is done in accordance with numerous regulatory requirements as well as with the principles of Responsible Care®, the voluntary commitments adopted by member companies of the American Chemistry Council. Responsible Care® goes beyond the myriad of regulations impacting chemical companies and calls for maintaining the safety and health of employees, protecting the environment, and keeping the public informed of health, safety, and environmental performance.

In 2001, Eastman began investigating the use of TEDS Roles, Tasks, and Competencies for the automation of its Health, Safety, Environmental and Security (HSES) requirements training for the 7,000-plus employees at its Kingsport site, one of five Eastman locations in the U.S. Specifically, Eastman's Tennessee Operations was asked to introduce and integrate the management of required HSES training with its existing TEDS learning management system. Prior to the initiative, Kingsport departments and divisions managed many of their own HSES training programs under the belief that the specialized nature of different operations prevented the use of common, site-wide HSES training roles. While good training programs were in place, there was a desire to improve training administration.

"One question drove our improvement initiative," explains Keith Bowery, Eastman's TEDS Projects Manager, who co-chaired the project team with Theresa Renfro, Eastman's Corporate TEDS Administrator. "How can we take work out of the training system and still achieve the same or better results of keeping our people safe and meeting training requirements?" To help reach those goals, the company selected TEDS RTC Power™, which offers robust functionality in course completion and certification management, as well as the ability to automate and integrate employees' Roles, Tasks and Competencies with other data in the TEDS LMS.

TEDS, Inc.
235 Mtn. Empire Rd.
Atkins, VA 24311

t: 276.782.7206
f: 276.783.8574
w: www.teds.com
e: sales@teds.com

TEDS[®]
Talent Management Solutions

“How can we take work out of the training system and still achieve the same or better results of keeping our people safe and meeting training requirements?”

“In a few keystrokes, training coordinators can complete assigning annual requirements.”

A 2002 pilot of HSES/RTCs in two areas demonstrated such notable improvements that the project team began preparing colleagues for the site-wide rollout. Representatives from all areas of the plant site wrestled with how to accommodate initial, annual, and cyclical competencies; establish and manage HSES-associated roles and competencies for new hires; and link HSES training to competencies and certifications.

Wherever possible, the team set up the role catalog to match the SAP R/3 hierarchy and consolidated similar jobs into the same role. For the competency catalog, the project team worked with HSES subject matter experts to group common HSES requirements and then created a pick list of competencies to accommodate most required training impacting the site. The team held workshops for RTC coordinators from each division to encourage vigorous discussion while identifying roles and associated competencies. Those workshops also resulted in the improvement of existing processes and the sharing of best practices.

Interestingly, many of the historically perceived differences in HSES training across divisions actually turned out to be similarities. That factor, combined with TEDS' ability to capture course completions for required training, let the team create one HSES training role for all Kingsport employees, plus division and department specific roles.

Site-wide implementation of the new HSES training process began in January 2003. At the end of the year, initial reports validated the company's investment. The data indicated that annual training was completed in an orderly and organized manner with less confusion, less manual follow-up on the part of training coordinators and supervisors, and less time required overall to manage the process. As Bowery recalls, "It wasn't long before we received requests from managers in our business organizations saying, 'How soon can you help us with RTCs? We need this capability as soon as possible.'"

Across the site, the implementation of automated management of training reduced the total number of annual HSES training hours, ensured the right training was being assigned to the right people, enabled assignment of roles and HSES training to new hires within two days, and placed all HSES training in employees' automated To Do list. Having a standardized training and tracking process also made reporting simpler and more coherent.

The site-wide results in Kingsport have replicated those from the 2002 pilot study. In a few keystrokes, training coordinators can complete assigning annual requirements. Making these assignments and routinely tracking results in a standardized fashion now takes only a few hours to complete. Previously, this work had taken much longer and had been spread inconsistently throughout the year.

Other major benefits continue to accrue as training coordinators refine the training required by the various employee groups within their areas. Meanwhile, the HSES/RTC initiative is being phased in at the rest of the company's U.S sites, with a global rollout under consideration.

"Organizations are eager to implement RTCs for HSES automated training management," note Renfro and Bowery. "We're getting support from a lot of different levels. They see the success we've had and the potential for use in other areas."

TEDS, Inc.
235 Mtn. Empire Rd.
Atkins, VA 24311

t: 276.782.7206
f: 276.783.8574
w: www.teds.com
e: sales@teds.com