

Clackamas Bakery

Employee Handbook



Kroger Manufacturing Clackamas Bakery Employee Handbook

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Welcome to the Clackamas Bakery!



If you are a new employee ...

Thank you for joining us! It gives us great pleasure to have you as an employee. You have been selected to join an accomplished team that is committed to excellence. We feel that, together, we can contribute much to our mutual growth and development.

If you have been working with us prior to receiving this handbook ...

Thank you for your efforts in making this facility successful! We hope that you are enjoying your experience with us and that you will assist our new employees in becoming a successful member of our team.

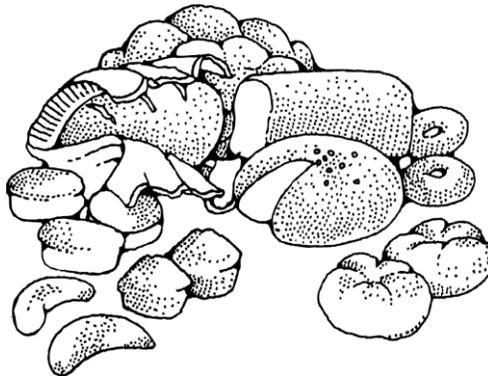
To all employees ...

We take great pride in all our employees! The employees of the Clackamas Bakery are exceptional. Our employees create an environment in which the highest quality products are produced in a safe and profitable manner.

Please read this handbook carefully. It has been prepared to help employees become familiar with the Clackamas Bakery and to help new employees make their transition smooth and effective. You are expected to be familiar with the information in this handbook, and to observe all guidelines set forth herein. To ensure that you fully understand our practices and procedures, please feel free to make notes, ask questions, and keep it handy in the future.

The Clackamas Bakery believes people can enjoy their work and be proud of what they accomplish. You are encouraged to take pride in your personal contribution to our mission. Your efforts as a part of our team are appreciated. We hope our association with each other will be long, pleasant and mutually beneficial.

This handbook is neither a contract nor an agreement of employment for a definite period of time; rather, it is a summary of company policies, work rules, and benefits you enjoy as an employee. From time to time, conditions or circumstances may require management to change, amend, or delete some of the policies and benefits contained in this handbook. When such changes are made, management will notify you of the new or revised policy.



Introduction

This handbook has been written for every Clackamas Bakery team member. It is intended to serve as a reference for information regarding:

- The company and its history
- Communication channels that are open to every employee
- Safety and security precautions
- Quality control
- Reliability
- Policies and expectations of all employees
- Resources that are available to you
- The benefits offered to you by Kroger Manufacturing
- Common acronyms, abbreviations, and Bakery terminology

If you have questions about anything regarding employment with the Clackamas Bakery, contact a Supervisor or the Human Resources Manager.

Effective November 2018, this handbook supersedes all prior human resource policies, verbal communications, meeting minutes, and/or management memos that may have been previously issued on the subjects herein. As individual sections of the handbook may be revised in the future, revision dates will be noted where appropriate.

Employees represented by a bargaining agreement can obtain additional information by reviewing their contract. Contract language supersedes terms and conditions herein.

The Clackamas Bakery



Clackamas Bakery is owned and operated by the Kroger, Co., which is one of the nation's largest supermarket companies. Clackamas Bakery employs approximately 160 people and is in Clackamas, Oregon, approximately 15 miles south of Portland.

Clackamas Bakery was built in 1977 and throughout the years has been the source of fresh baked goods including bread, cookies, pastries, decorated cakes, French bread, donuts, bagels, English muffins, fruitcakes, and buns.

Clackamas Bakery currently supplies all 133 Fred Meyer stores throughout Oregon, Washington, Idaho and Alaska. We also produce custom orders for other distributors in the area. We currently have six production lines:

- Bread line
- Bun Line
- Cake Line
- English Muffin Line
- Bagel Line
- Coffee Roasting

Our Parent Company, Kroger

Initially started as the “The Great Western Tea Company” in 1883 by founder Bernard “Barney” Kroger, the son of a dry goods store owner, the Kroger company began as a single store in Cincinnati Ohio which expanded to a chain of four stores just two years later. Since then, the Kroger company has thrived and grown to be the United States’ largest supermarket chain, second largest general retailer, and 18th largest company.

Today, Kroger is comprised of several operations that include:



Kroger Food Stores

One of the largest supermarket chains in the United States with stores in the South, Midwest, Southwest and West.



Kroger Manufacturing Group

Kroger Manufacturing is the largest private label manufacturer in the United States with over 40 facilities. Kroger operates a variety of processing plants including bakeries, dairies and facilities for producing cheese, pet food, carbonated beverages, snack foods, preserves, peanut butter salad dressings and other items.

Kroger Manufacturing plants support each other, and the Clackamas Bakery supports QFC, Ralph’s, and Kroger Manufacturing’s La Habra Bakery.



Fred Meyer/QFC

Founded by Fred G. Meyer (formerly Frederick Grubmeyer), the first Fred Meyer store opened in Portland, Oregon in 1922. From this small beginning, there are now 133 Fred Meyer stores serving Oregon, Washington, Idaho, and Alaska. Over the years, Fred Meyer has merged with grocery retailers Smith’s, QFC, Ralph’s, Food 4 Less. Fred Meyer also operates over 280 jewelry stores under the names Fred Meyer Jewelers, Barclay, Fox’s, Littman, and Merksamer Jewelers.

QFC is positioned as a smaller upscale supermarket with over 60 stores across the west coast. QFC was founded in 1955 in Seattle by a group headed by Vern Fortin. QFC later merged with Lake Hills Thriftway, founded by Jack Croco. In 1997, QFC was sold to Fred Meyer.

In 1999 Fred Meyer merged with Kroger, making Kroger the largest grocery chain in the United States.

Kroger currently operates over 2,782 supermarkets and multi-department stores across 34 states and holds the leading market share in 10 of the fastest-growing regions in the U.S. In addition, the company has 319 fine jewelry stores, 37 food processing facilities, 1,489 fuel centers, and 2,122 pharmacies. Everyday over 400,000 employees focus on serving millions of Customers. The common stock of The Kroger Co. trades on the New York Stock Exchange under the symbol KR.





Kroger Manufacturing Vision and Mission

The Kroger Manufacturing Vision and Mission are dependent on and rooted in our employees. It is only with dedicated and capable employees that we can achieve success and superior quality.

Our standard of uncompromising quality dates back to 1883 and has become a foundation on which we base our business. Through individual commitment to quality and team efforts, we have established Kroger as a leader in the manufacturing industry.

Safety is of the highest priority – “No Work is Worth Getting Hurt Over.” All our employees are responsible to themselves, their families, and co-workers to perform their duties in a safe manner.

Our manufacturing facilities strive for total quality and we encourage our employees to become involved in our “total” business.

Our individuals work as a team to refine, improve and update all segments of our manufacturing process throughout our organization. Team members have adopted a “Do It Right the First Time” attitude and work together to achieve reduced waste, increased sales and improve operational performance.

At Kroger Manufacturing, our mission for the future includes continuing the quest for innovation. Our plants are state-of-the-art manufacturing facilities. We face the 21st century as leaders in our industries. Innovative “entrepreneurial” thinking is a key to our future success.

We are recognized and respected in our industry for our high standards and participate actively in numerous industry associations across the country. We are also very active in the communities in which we serve. We are pleased to honor successful endeavors with the Kroger Community Service Award each year.



SAFETY, QUALITY, and RELIABILITY
Are the keys to our every success.

Kroger Manufacturing Vision

In Support of Kroger’s Strategic Plan

We will be the first choice for high-quality products of exceptional value in every market we serve.

Kroger Clackamas Manufacturing Mission

Kroger Manufacturing will achieve its vision and become the employer-of-choice by valuing people and by professionally managing our business resulting in:

- *An injury-free workplace*
- *Uncompromising quality*
- *Outstanding reliability and productivity*
- *Diversity/Inclusion*
- *Trained, empowered and engaged employees*
- *Exceptional value*
- *Exceptional Customer service*
- *Innovation and reapplication*
- *Community Involvement*

Kroger Clackamas Bakery Vision

Through a highly engaged self-directed workforce, we will safely produce an innovative high-quality product at a competitive price that safeguards the environment. Which will, in turn, support brand loyalty with our Customers compelling them to love our products.

Kroger Employee Vision

Working together for competitive wages and benefits, leaving the next generation a quality product that feeds our family and friends after we retire.

Our Kroger Values

- HONESTY** Do the right thing. Tell the truth.
- RESPECT** Value opinions, properties, and perspectives of others.
- INCLUSION** Know your voice matters, work together, encourage everyone’s involvement.
- DIVERSITY** Include a variety of people from different backgrounds and cultures with diverse opinions and thoughts.
- SAFETY** Watch out for others and be secure and safe in your workplace.
- INTEGRITY** Live our values in all that we do.

The Kroger Leadership Model

Our Leadership Model is built on the foundation of our company values. Like our values, it sets expectations for all of us as associates. We are all accountable for demonstrating our values and our leadership behaviors every day.



Puts the Customer First

Anticipates Customer needs, champions for the Customer, acts with Customers in mind, exceeds Customers' expectations, gains Customers' trust and respect.

Provides Clear and Strategic Direction

Plans and organizes well, sets a clear and simple course of action, stays focused on the most important priorities, has the ability to visualize and plan for the future, understands the industry and marketplace.

Executes With Excellence

Is action oriented, drives for results, sets clear expectations and milestones, reviews progress, acts decisively, solves problems, can be counted on to consistently meet or exceed goals.

Leads Change and Innovation

Challenges the status quo, embraces technology, puts forward creative ideas, champions and implements process improvements, gathers the ideas of others, demonstrates good judgment about which ideas will work.

Coaches and Develops Others

Develops and cares about associates, builds effective teams, helps people be their best, values and manages diversity, provides candid and constructive feedback.

Leads Through Positive Influence

Demonstrates strong character, builds partnerships, models a conscious balance between work and personal life, takes personal responsibility for own development, role models leadership qualities such as: motivation, inspiration, passion and trust.

Achieves Results Through Teamwork

Is open to diverse ideas, works inclusively and collaboratively, holds self and others accountable, involves others to accomplish individual and team goals.

Communicates Effectively and Candidly

Communicates clearly and directly, is approachable, relates well to others, engages people and helps them understand change, provides and seeks feedback, articulates clearly, actively listens.

The Helping Hands Fund

The mission of The Kroger Co.'s Helping Hands Fund is to Live our Purpose – to Feed the Human Spirit™ - through giving to lift up our employees. Helping Hands provides financial assistance to employees who are experiencing financial hardships due to an unexpected or emergency situation. In times of need, we are ready to help.

Now, as part of the investment in our employees following the Tax Cuts and Jobs Act, we are increasing our annual contribution to the Helping Hands Fund to \$5 million. And making it easier for employees to submit an assistance request with our new HelpingHands.Kroger.com (<http://helpinghands.kroger.com/>) site.

Kroger offers three tiers of grants for emergencies such as:

1. **\$500**
 - a. Short-term disability of employee
 - b. Emergency flight from a domestic violence situation
 - c. Other crisis circumstances
2. **\$1,500**
 - a. Death of spouse who contributed to household income
 - b. Death or serious illness of child living with employee
 - c. Major medical expense in excess of insurance benefits.
3. **\$2,500**
 - a. Loss of residence due to fire, flood, tornado, etc.

To learn more about the Helping Hands Fund and how to submit an assistance request, please go to SharePoint > Libraries > Documents & Forms > HR Forms > Helping Hands Fund



Kroger Zero Hunger | Zero Waste Plan

Kroger's Zero Hunger | Zero Waste plan is an effort aimed at ending hunger in the communities Kroger calls home and eliminating waste across the company by 2025. Highlights of the plan:

- **Establish a \$10 million innovation fund** within *The Kroger Co. Foundation* to address hunger, food waste and the paradoxical relationship between the two.
- **Accelerate food donations to provide three billion meals by 2025** to feed people facing hunger in the places Kroger calls home. In partnership with its Customers, employees, and other partners, Kroger has donated one billion meals via combined food and funds donations since 2013.
- **Donate not just more food, more balanced meals** via Kroger's industry-leading fresh food donations program. Kroger has been feeding people facing hunger since the company's inception in 1883, and as a founding partner of Feeding America, the nation's largest hunger relief organization, Kroger has longstanding partners with food banks across the country. Today, Kroger store employees are empowered to identify meat, produce, dairy and bakery items for donation that remain safe, fresh and nutritious. Last year, Kroger donated the equivalent of 46 million fresh meals to local food banks in addition to dry goods and shelf-stable groceries.
- **Advocate for public policy solutions to address hunger** and to shorten the line at food banks, lobbying for continued funding of federal hunger relief programs, and for public policies that help communities prevent and divert waste from landfills, including recycling, composting and sustainability programs that can be scaled for maximum impact.
- **Achieve all Zero Waste 2020 goals** outlined in the annual Kroger sustainability report.
- **Eliminate food waste by 2025** through prevention, donation and diversion efforts in all stores and across Kroger. Develop transparent reporting on food loss and waste.
- **Join forces with both new and longstanding partners** to identify opportunities, leverage data, and determine where by working together Kroger can help the most.
- **Transform communities and improve the health of millions of Americans by 2025** by making balanced meals more readily available, sharing scalable food waste solutions with other retailers, restaurants and local governments, and working within Kroger's supply chain to reduce farm-to-fork food loss.

Follow our journey and join the conversation at thekrogerco.com and #ZeroHungerZeroWaste.



Meet the Clackamas Bakery Managers



Jerome Embry
General Manager/Site Leader

Jerome is responsible for planning, coordinating and executing all Safety, Quality, Reliability (SQR) and Customer 1st strategies. He is a servant leader that takes great pride in providing opportunities of growth for others that are willing to put forth the effort. Jerome has been with Kroger Manufacturing since 1997 and Plant Site Leader since 2013.



Lari Perkiss
Senior Human Resources Manager

With a passion for helping people feeling welcome, important, and appreciated Lari oversees HR, Safety, training and development, and labor relations. With 23 years on the retail side of the business with Fred Meyer Store Operations, Lari has been with Kroger Manufacturing since 2012.



Brian Campbell
Senior Quality Leader

Brian has diverse food quality and manufacturing experience since 1985. He enjoys working with all the talented employees here to improve food safety and quality systems and help to support the long-standing Fred Meyer Customer First culture. He started at Clackamas Bakery in 2008.



Marty Todd
Senior Finance Manager

With 35 years' experience in Food Manufacturing Accounting, he enjoys working with information systems to keep the operation running smooth. Marty has been with Fred Meyer since 1999.



Victor Williams
Senior Plant Engineer

Victor has been a Floor Mechanic, Supervisor, and Maintenance Engineer. He strongly believes in treating everyone as he would like them to treat him with respect, fairness and kindness. Getting the task at hand done correctly is of utmost importance. Victor has been with the Kroger Co. since 2000.



Kevin Klear
Production Manager

Whether he is working through Total Process Control processes or engaging with employees, Kevin strives to build working relationships with the employees who drive the Clackamas Bakery forward. Kevin has been with Kroger Manufacturing and the Baking Plant since May of 1995.



Chuck Pelaske
Continuous Improvement Leader

By analyzing data from Production's KDT system and Maintenance's EMPAC system, Chuck applies TPC tools to improve productivity and decrease costs. Chuck works with all Bakery employees to develop ideas for improving methods and processes. Chuck has been a part of the Clackamas team since 2011.

Communications

Having clear lines of communication between all employees in the Clackamas Bakery is essential to ensuring safety, quality, reliability, and efficient company operations.

“Open Door” Policy

The Clackamas Bakery’s “Open Door” policy means that management is always open to employees’ ideas, suggestions, and concerns.

If you have an idea or suggestion to improve a practice, process, or procedure, feel free to share it with your manager or other Bakery manager.

If there is something about your job that is bothering you, please come to any member of management and discuss it frankly. We assure you that your complaint or suggestion will be handled in a fair manner.

“What We Need to Know” Board

As you enter the plant production floor, you’ll see current information about what is happening in the plant, special discounts, pictures and short biographies of our new employees, and announcements from the management team and employee committees.

Bulletin Boards

Bulletin boards are in the break room and main hallway. Important company and employee notices are placed on the bulletin boards. It is your responsibility to check these boards for current events and job openings. Except for union-related postings, any item an employee wishes to post must be delivered to the Human Resources Manager, who will approve, date, and post.

Meetings

Daily

Each day at 9:00 AM the Line Leads, production, maintenance, and safety personnel meet to discuss current projects and equipment repair. Work request are also discussed as well as an update on our team goals.

Period-Monthly

There are two employee meetings every period, one is called the Business Review meeting and the other is the A3 meeting.

At the Business Review meeting you and your team will discuss how well your team is meeting their goals, safety statistics and safety work request status, Customer comments, current events and hot topics.

An A3 meeting examines where your team is not meeting its goals and using our Continuous Improvement tools to determine what the team can do to get back on track or if the team will need outside assistance.

Plant-Wide Meetings

The Clackamas Bakery conducts plant-wide meetings once every four weeks (every period). The purpose of the plant-wide meeting is to keep all employees up-to-date on the latest developments at the plant. Plant-wide meetings are also used as a way of conducting trainings and updates on policies. All employees are expected to attend plant-wide meetings if they are on-site during the meeting time.

To keep these meetings productive, we have developed a list of rules.

- Be on time

- No side talking
- Show respect for speaker and each other
- Be courteous
- Questions are OK – disputes belong in the HR office, after the meeting
- Ask questions at the end of presentations only
- Use restroom before meeting begins
- Cell phones on vibrate – radios off

Safety

Kroger Manufacturing Safety Principles

Nothing we do is worth getting injured over.

Our work is important, but the safety of every employee is our most important responsibility.

All injuries can be prevented.

Every injury has a root cause that can be eliminated, and therefore, every injury can be prevented. “Luck” plays no part in an effective safety program.

Safety will be managed.

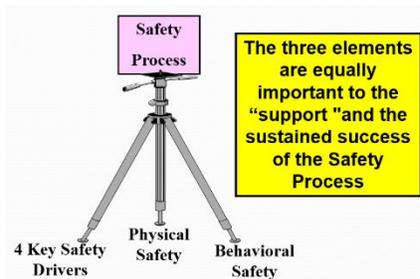
Safety is a process, and by utilizing an effective safety program, we can manage safety results and reduce and eliminate injuries.

Safe behavior is a condition of employment for all employees.

Employees who do not accept responsibility for their own safety, the safety of others, or who do not perform their work in a safe manner, will not be retained.

Safety Initiative

We take a three-element approach in our safety process: The 4 Key Drivers, Physical Safety, and Behavioral Safety.



The 4 Key Drivers are the proactive steps taken to help manage safety and they are out in front of everything we do. The Key Drivers includes the management of the Behavioral and Physical elements of safety as well.

The Four Key Driver categories are:

- Commitment and Engagement
- Accountability
- Behavior Based Safety System
- Managing Resource Restraints / Limitations

Physical Safety is the process of completing safety line inspections as well as all other OSHA required safety inspections. Once inspections are completed and opportunities are identified, work requests are written to initiate repairs or modifications. Each line has a Safety Champion, also called Line Safety Coordinators, and they are responsible for completing the safety inspections for their respective lines and for reporting any issues to the Safety Manager. The Line Safety Coordinators also report the status of all safety issues to their team at monthly Business Review Meetings.

Behavioral Safety is the most visible part of our safety process and its goal is to establish peer to peer, anonymous observations, that serve to shift behaviors and change the safety culture. Employees complete two observation each period and the data collected is entered into a database and used for identifying trends and A3 action planning. If we can successfully identify and change behaviors before they become a near miss or incident, we will be successful in reducing injuries.

Clackamas Bakery BEARS CBI Form  You are the key ingredient in Safety

Section 1: Complete the BAPP data information below.

Observer # _____ Coached Observation? Yes No Start Time _____ ✓ Length of observation?
Observer Name _____ Coaches number _____ am pm Less than 15 minutes
Date _____ Day of week _____ 30 days Experience Yes No Between 15-20
 More than 20 minutes
Did they stretch? Yes No Did you check Associate's name off the list? Yes No **Remember:** Check your own name off

Section 2: Check the box for the Location you are observing.

3-Shipping and Receiving 10-Bagel Make Up 12-Bun Make Up 18-Muffin Make Up 15-Cake Make Up 20-Bread Make Up
 17-Coffee 11-Bagel Wrap 13-Bun Wrap 19-Muffin Wrap 15-Cake Wrap 21-Bread Wrap
 5-Contractors 8-Engineering 9-Sanitation Focus Area
Where? _____ Where? _____ Where? _____ Enter your observation data on back of form.

Section 4: When an at-risk behavior is identified work with your Observee to complete the information below:

Comments	Behavior number from back page: <input type="text"/>	Check the Behavior: <input type="checkbox"/> Enabled <input type="checkbox"/> Difficult <input type="checkbox"/> Non-Enabled
While	What was the task or job observed? Be Specific.	
Was	What was the behavior observed; the exposure?	
Because	What was the reason this behavior occurred?	
Solution	What is a good solution from the Associate (not you)?	
Try	Is the Associate will to try their solution?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Comments	Behavior number from back page: <input type="text"/>	Check the Behavior: <input type="checkbox"/> Enabled <input type="checkbox"/> Difficult <input type="checkbox"/> Non-Enabled
While	What was the task or job observed? Be Specific.	
Was	What was the behavior observed; the exposure?	
Because	What was the reason this behavior occurred?	
Solution	What is a good solution from the Associate (not you)?	
Try	Is the Associate will to try their solution?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Example BEARS CBI form

The Clackamas Bakery Safety Program Management Structure includes:

- HR Manager
- Regulatory Compliance Safety Manager
- Safety Committee
- Line Safety Coordinators
- SPIDERS Team: Job Safety Analysis, Plant Safe Practices, Department Safe Practices
- BEARS Team: Behavior Observation Process Steering Committee

Members of the above Bakery teams are from all departments and capacities. If you want to contribute, please notify your supervisor or the Human Resources Manager.

Safety Roles and Responsibilities

Hourly Employees

Kroger provides a safe work environment, but it is my responsibility to work safe. Family and Friends are counting on me.

- ✓ I understand that I am expected to know my department and plant's Safe Work Practices.
- ✓ I understand that I am expected to complete 100% of my required BAPP™ observations in a quality manner.
- ✓ I will be open minded to safety suggestions from supervisors, safety leaders, and co-workers and be receptive to the exchange of safety ideas.
- ✓ I will report any at risk conditions, accidents, incidents, and near-misses that I become aware of to my supervisor or safety leaders whenever possible.
- ✓ I understand that I am expected to maintain 5S cleanliness standards for my work area.
- ✓ I understand that I am expected to become familiar and conversational with the terms: PPE (Personal Protective Equipment), 4 Key Drivers of Safety, JSA (Job Safety Analysis), TIR (Total Incident Rate), RCA (Root Cause Analysis), BAPP™ (Behavior Accident Prevention Process), CR (Contact Rate), LOTO (Lock Out Tag Out), and SOP (Standard Operating Procedure) and how they relate to our safety environment.
- ✓ I understand that I am expected to know the Job Safety Analysis (JSA), Standard Work Instructions (SWI), Safety Operating Procedures (SOP), and Lock Out Tag Out (LOTO) guidelines for the job that I perform and know where they are located in the plant.
- ✓ I will inform a supervisor or Line Lead and request instructions if I am unsure about performing a job safely.
- ✓ I will be willing to change at-risk behaviors identified during BAPP™ behavioral observations.
- ✓ I will follow the four safety principles of the Kroger Manufacturing Division.

Line Leads

Kroger provides a safe work environment, but I am the driving force to lead Safety at the Clackamas Bakery

- ✓ I understand that I am expected to be a safety role model and lead by example through the application of my own Safe Work Behaviors.
- ✓ I know my department/line safe practices and ensure that my employees are following them.
- ✓ I will ensure that all employees, including myself, attend all scheduled safety meetings whenever possible.
- ✓ I will complete all Flex Training and ensure that all employees in my area of responsibility complete all training.
- ✓ I will provide time and coverage for employees to do their observations to meet the goal of 100% completion.
- ✓ I will follow up and give feedback on safety work orders through EMPAC created by me or for my employees.

- ✓ I will review JSAs and DSPs with new employees, any employee training on a new job, and employees providing break/vacation relief for employees in my department/line.
- ✓ I will inform the Safety Compliance Manager and initiate the Initial Incident Form immediately after any safety incident is reported to me.
- ✓ I will be proactive with safety issues by conducting daily safety walk-throughs on my line or within my department.
- ✓ I will communicate safety issues/concerns during Business Review home team meetings with all employees and recognize safe work behaviors.
- ✓ I will create A3s with action items and complete 30-, 60-, and 90-day reviews.
- ✓ I will enforce plant, department, and line safe practices to outside contractors and visitors who come into my area of responsibility.

Senior Resource Leaders

I will provide leadership, direction and support to the front-line Resource Leader and Line Leads to address and correct safety issues.

- ✓ I will be a safety role model. I will lead by example by demonstrating, enforcing, and reinforcing Safe Behaviors.
- ✓ I will review and update the department safe practices annually when possible. I will communicate the changes during Business Review home team meetings.
- ✓ I will be an active participant in my department's period safety meetings and insure that safety elements are discussed and reinforced at all meetings.
- ✓ I will ensure that the Line Safety Coordinator facilitate during the Business Review portion of the safety meetings to ensure that teams meet once per period (except for Plant Wide Meetings).
- ✓ I will support the BAPP™ Process by ensuring that my employees complete observations at optimum times during their shift.
- ✓ I understand that I am expected to mentor each employee in my Business Review group about the BAPP™ process on an ongoing basis and follow up on employee commitments.
- ✓ I will be accountable to make sure that all safety training is completed on schedule for my direct reports.
- ✓ I will ensure that Resource Leader or Line Leads conduct Business Review Meeting for their lines and that all employees attend.
- ✓ I will require and follow up to make sure that safety elements are discussed which result in continuous improvement of safety processes, behaviors and physical elements of the department/line(s).
- ✓ I will attend and participate in safety incident follow up investigations when necessary.
- ✓ I will be proactive with safety issues by conducting daily safety walk through of my areas of responsibility.
- ✓ I will enforce plant and department/line safe practices for employees, outside contractors, and visitors
- ✓ I will cooperatively receive and respond to updates as to any safety related issues/concerns relative to my department, line, and the plant in general.
- ✓ I will ensure that A3 plans are created; action items documented and 30, 60, 90 reviews are completed.

Kroger Manufacturing's Safety for Life Policy

Employee safety is a core value within Kroger Manufacturing. The health and well-being of each manufacturing employee is of the utmost importance. It all comes down to truly caring about one another. To ensure each employee's safety in the workplace, a safety process has been developed and implemented at each Kroger Manufacturing Facility.

Plant leadership has the responsibility to provide plant employees with a safe place to work, as well as provide employees with the tools and knowledge to perform their jobs safely. Employees too have a responsibility to know, understand, and comply with all Plant and Departmental Safety Policies and Practices.

An element of this safety process is the expectation that every employee takes the steps necessary to protect themselves and fellow employees (Brother's Keeper) from injury by performing their respective jobs in a safe and responsible manner. To make a difference, all Kroger Manufacturing leaders and hourly employees must be committed to this safety process to be successful.

Your well-being and the safety of all employees is a priority, thus the failure to comply with the following list of serious safety violations cannot be tolerated.

- Knowingly failing to lockout, a piece of equipment/machinery when necessary to make it inoperative or otherwise safe to perform sanitation and/or maintenance related tasks/operations.
- Knowingly entering a designated/signed permit required confined space without completing an entry permit.
- Knowingly conducting hot work without obtaining a hot work permit in an area that is away from a designated welding area, which is typically located in the Maintenance Shop.
- Knowingly rendering an equipment guard and/or safety device ineffective or inoperable.
- Knowingly reaching or climbing around, under, or over an equipment/machine guard into moving equipment.
- Knowingly failing to use secondary fall protection measures when accessing locations 4 feet or more above the next level, which are not protected by standard railings.
- Knowingly dispensing/using an undiluted highly caustic or strong acidic sanitation, lab or equipment maintenance chemical(s) - e.g. boiler water treatment (sodium hydroxide), Sulfuric/Nitric acid used in the lab, and cleaning/sanitizing chemicals – without wearing the required personal protective equipment.
- Participating in horseplay that carries significant risk of injury to you or another employee(s).
- Knowingly operating powered industrial equipment (forklift/pallet jack) without having been trained/authorized.
- Entering a trailer using a powered industrial truck without having the dock lock engaged or the trailer chocked.
- Knowingly working on exposed live electrical parts without having been trained to a "qualified" level on safe electrical work practices and/or entering a live electrical panel/cabinet/switchgear and not wearing the required arc flash personal protective equipment listed on the posted arc flash panel label.
- Falsifying any safety records, such as observation sheets, confined space and hot work permits, training documentation, etc.

Note: An employee shall be considered to have "knowingly" engaged in an unsafe behavior if the employee has been trained on, or advised of, the applicable policy, rule, or program.

On-The-Job, Near-Miss Incidents/Accidents

- **The reporting of Near-Miss events is highly encouraged and will never result in disciplinary action. A “near-miss” is defined as a non-contact event that could have resulted in something much more serious, under slightly different circumstances.**
- **All incidents and accidents must be reported immediately to your Lead, Resource Leader, or a member of management.**
- **All incidents and accidents in which you are involved, must be reported, even if there is no personal injury or property damage.**
- **Failure to report an on-the-job injury or illness, refusal to seek treatment, refusal to follow treatment, or refusal to submit to a drug test will be considered insubordination and may result in disciplinary action up to and including suspension or discharge.**

In the event of a personal injury, the following steps should be taken:

- For all emergency incidents, 911 will be called.
- Immediately notify your Lead, Resource Leader or another member of Management.
- First-aid kits are located throughout the plant and may be utilized for minor injuries.
- Your Lead, Resource Leader, Safety Manager, or another member of management will initiate the IIF (Initial Incident Form) as soon after the incident as possible. Subsequent investigation efforts will take place as soon as possible (following the employee’s care).
- If non-emergency medical treatment is needed, AMR (American Medical Response) will be called for triage and advice. AMR is a 24/7 emergency response service.
- If AMR is utilized outside of business hours, a member of management must be called.
- Post incident drug tests are conducted for incidents and accidents as appropriate per OSHA guidelines.
- Additional medical treatment for non-emergency injuries must be scheduled during off hours whenever possible.
- If an employee feels the need to seek non-emergency medical treatment after they have left work, they should call HR, a Resource Leader, or the Safety Manager.
- All medical documents are to be turned into the Human Resources Manager, who will help manage your claim.

Documenting Incidents

See the examples below of a Near Miss & Incident Reporting form, Initial Investigation form (IIF), and an Incident Investigation Report (IIR).

Near Miss and Incident Reporting (IIF # 2018-25)

Purpose: A key safety principal is that all accidents can be prevented. In order to act on this belief we need your help in determining the root cause. When you've completed this section, action items will be created such as, Work Requests written, Job Safety Analysis's updated, commitments made, communication etc.

Instructions: Associates and witness's involved in the incident complete this section. Provide as much detail as possible and sign at the bottom of the form.

Print Name: Joe Baker
Signature: Joe Baker
Date of Event: 5/1/2018
Time of Event: 7:45 AM

While: While I was on my way back to my work station

Was: I clipped my right toe on a pothole, fell forward and

Because: I knew the pothole was there but did not see it

Solution: Communicate all hazards to my lead, at my station manager so they can get fixed as soon as possible. Mark the hazard.

Try: Yes.

Near Miss & Incident Reporting Form

Initial Investigate Form (IIF) (IIF # 2018-25)

This section to be completed by HR Department

Date of Birth: 1/1/80 Date Of Hire: 1/1/18 Male Female Days Worked Per Week: 5
 Home Phone: 503-111-222
 Home Address: 1122 SE Bakewell St. Clackamas OR 97015

This section to be completed by Supervisor, Foreperson, Safety Committee or Safety Coordinator (within 24 hrs.)

Plant # 1731- Clackamas Bake Unit # M001
 AMR Called Yes No
 Injured Employee Information
 When IIF Beg Date: Tuesday, May 01, 2018 Time: 8:00 AM
 Employee Name: Joe Baker Job Title: bread mixer operator
 Department: production Shift: 1st Supervisor: Joe Supervisor
 Date Of Incid: 5/1/2018 Time: 7:45 AM Location of Inc: bread mixer
 If Employee died, time and date of death: NA

Describe nature and extent of injury/illness if applicable (i.e. contusion, right thumb):
 Bruise/contusion to left knee
 Was first aid administered? Yes No
 By Whom & Type? self-ice pack
 OSHA Recordable Classification (check box below based on the most serious outcome)
 Days away: no Job Transfer/restriction: no Medical treatment beyond first aid: no
 Loss of consciousness: no Injury/illness diagnosed by phy. or licensed health care prof.: no
 Was employee taken to hospital? Yes No
 Name of treating physician or health NA
 Name and address of hospital/clinic NA
 Eyewitnesses: Name: Name: (If there are witnesses, collect statements on a separate piece of paper)

Employee statement to include sequence of events
 How did the incident occur? Describe in detail, the task the employee was doing when injured or became ill. Include specifics such as sequence of events, including actions 5 minutes prior to incident, object or substance that caused injury/illness, equipment, facility/structure, tools, conditions, materials, objects (size, weight), distances, other people involved in task, body positions, rate of movement, techniques, procedures, PPE etc.

At 7:45 am on 5/1/2018, an associate tripped on a pothole in the floor, in the bread mixing area, and landed on his left knee. Associate had just returned from a break and was headed back to mixer #1 and did not see the pothole in the floor. Associate clipped the pothole with his right toe and fell forward. Associate's left knee made contact with the floor.

Prepared By: Safet Sue Safety Manager
 Date: 5/1/18 signature title
Reviewed By: Joe Supervisor Resource Leader
 Date: 5/1/18 signature title

Initial Investigate Form (IIF)

Incident Investigation Report (IIR) (IIF # 2018-25)

Incident Investigation Review Team
 Facilitator, Physical Safety Coordinator, Affected Supervisor, Affected Employee, an additional Hourly Employee from the affected department area.
 For each additional management attendee, it is recommended to add an additional hourly associate (this is a last finding investigation to identify root causes and to prevent recurrence.)

Incident Type/Severity (check all that apply)
 OSHA Recordable Non-Recordable Lost Time OSHA Records First Aid

Check all that apply
 Standard Operating Procedures
 Job Safety Analysis:
 Plant & Dept. Safe Practices:
 BOS Data (Observe, behavior extractions)

Root causes or root causes if RCA was contacted
 (attach relevant documentation: i.e. inspection report, safety meeting notes, etc.)

Location	Estimated Completion Date	Actual Completion Date	Confirmed BY (Initial)
Production	5/1/18	5/1/18	
Warehouse	5/2/18	5/2/18	
Plant	5/30/18	5/30/18	

Completion Date
 Tuesday, May 01, 2018
 Tuesday, May 01, 2018
 Tuesday, May 01, 2018

Training: 5/1/18

Incident Investigation Report (IIR)

After completing an Incident Report form, submit the form to your supervisor or other member of Bakery management. The Initial Investigation Form is completed by the Line Lead and is e-mailed to all Clackamas Bakery staff (Clack_all). An Incident Investigation Report is completed by the Safety and Regulatory Compliance Manager and filed for future reference.

On-Site Modified Duty for On-The-Job Injuries

The Clackamas Bakery provides on-site restricted duty to an employee that has been injured on the job if a reasonable accommodation can be made within the guidelines of a doctor's assessment. When your doctor releases you for restricted duty, Human Resources will evaluate your restrictions and any additional medical notes to determine if restricted duty is available.

Restricted duty workers may not necessarily work their normal days or hours due to the nature of their modified tasks. For example, an employee that normally works night shift may need to work day shift to perform office tasks. Modified duty workers will report to Human Resources for their daily assignments.

Temporary Medical Restrictions

The Clackamas Bakery does not normally but may be able to offer modified duty for an off-the-job injury that results in a temporary medical restriction. If you are placed on a temporary physical restriction because of an off-the-job injury, you are to contact the Human Resources Department and your Supervisor immediately. The Human Resources Manager will assist you in determining the status of your restrictions and completing the appropriate forms for a leave of absence if needed.

Disability Accommodation

In keeping with the spirit of the Americans with Disabilities Act (ADA), we will make appropriate accommodations for qualified employees with disabilities whenever possible if the accommodation does not cause the Company or other employees undue hardship.

Title I of the Americans with Disabilities Act (ADA) requires employers to provide reasonable accommodation to qualified applicants and employees with a disability unless the employer can demonstrate that doing so creates an undue hardship to the employer or poses a direct threat to the safety of the employee or others in the workplace. An accommodation may include a change to the work environment or to the way the job is usually performed.

The employer begins by reviewing the essential job duties of the position, engaging in an interactive process with the employee and conducting a careful analysis of the employee's requested accommodation. An employer may determine that providing the requested accommodation creates an undue hardship when the cost of providing the requested accommodation has a grave financial impact on the organization or is unduly disruptive.

The employee should be asked to provide appropriate documentation from the employee's health care or rehabilitation professional regarding the nature of the impairment, its severity, duration, the activities limited by the impairment(s), and the extent to which the impairment(s) limits the employee's ability to perform the job's essential duties/functions.

The ADA defines a disability as one of the following: a) a physical or mental impairment that substantially limits one or more major life activities b) an employee having a record of having such impairment (such as an employee who is in recovery from cancer) or c) being regarded as having an impairment.

According to the Equal Employment Opportunity Commission (EEOC), the ADA indicated that there are impairments that would automatically be considered disabilities. They include deafness, blindness, intellectual disability, completely or partially missing limbs, mobility

impairments that require the use of a wheelchair, autism, cancer, cerebral palsy, diabetes, epilepsy, HIV or AIDS, multiple sclerosis and muscular dystrophy, major depression, bipolar disorder, post-traumatic stress disorder, obsessive-compulsive disorder, and schizophrenia.

The definition of major life activities has been expanded to include care for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working. A broader definition of major bodily functions was added and includes functions of the immune system, normal cell growth, and digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

The impairment substantially limits a person's ability to work or meet certain job-related requirements, even though the impairment may not impose substantial limitations outside the workplace. For example, the employee may still be able to operate his or her personal motor vehicle but may be limited in his or her ability to perform the essential job duty of operating a driving a commercial truck, which is regulated by the U.S. Department of Transportation. In this case, the ADA recognizes this employee as having a disability.

The types of accommodations needed and provided will depend on the limitations of the disability and the individual employee's ability to perform the essential job duties of the position. One standardized type of accommodation may not meet the needs of employees who have similar disabilities but different impairments/limitations when performing their essential job functions. Accommodations are designed to meet the specific circumstances of the individual.

Organizations must continue the interactive process until they find the accommodation(s) that meets the needs of the employee and does not create an undue hardship on the employer.

They must also obtain verification from the employee and their health care provider that the agreed-on accommodation will not worsen the disability or cause other problems.

If an employee requires accommodation for a medical condition or disability, contact the Human Resources Manager to discuss the possibility of an accommodation. We will make every effort to handle these requests with sensitivity and confidentiality whenever possible.

AIDS and Related Medical Conditions

We recognize that Acquired Immune Deficiency Syndrome (AIDS) related conditions such as AIDS-Related Complex (ARC), and persons who are HIV positive pose significant concerns for employees in the workplace. Accordingly, we have established the following guidelines for handling issues that arise when an employee is affected with any of these conditions.

We are committed to maintaining a safe and healthy work environment for all employees. Consistent with this commitment, we will treat any of these conditions the same as other illnesses in terms of our employee policies and benefits, group health and life insurance, disability leaves of absence and other disability benefits.

Based on overwhelming medical evidence and scientific opinion, including statements from the US Public Health Service Center for Disease Control, these conditions are not casually transmitted in ordinary social or occupational settings. Therefore, subject to changes in available medical information, employees with AIDS or any of its related conditions may continue to work if they are certified able to perform essential job functions by a licensed health care provider. Coworkers may not refuse to work with affected employees or withhold service to affected customers for fear of contracting any of these conditions. Employees also may not harass or otherwise discriminate against an HIV/ARC/AIDS affected employee or Customer.

Disclosure of Medical Information

Medical information is considered confidential. We will make every effort to maintain confidentiality of medical information divulged to us; however, we cannot guarantee absolute confidentiality when such information is shared with anyone other than the Human Resources Manager. To maintain confidentiality, all doctors' notes and leave of absence requests are to be turned into the Human Resources Department. A secure fax is available for confidential information.

To submit medical notes or confidential information, please use the secure fax line: 503-557-2657.

Supervisors, Managers, and employees are expected to respect the sensitivity of medical information and to maintain confidentiality when they become privy to such information. Employees who disclose confidential medical information about another employee are subject to corrective action, up to and including termination of employment.



FAQ (Frequently Asked Questions)

Always: The most important aspect of responding to injuries is to take care of the injured employee first. If you are unsure about what to do and there is no one around to help you, or the care needed is beyond your skill, then call 911 immediately and notify management.

Q: What is the procedure for responding to non-emergency injuries when an employee wants to seek medical attention?

A: Call AMR (American Medical Response) and they will respond, assess, and triage the injured employee. They will also advise the employee about further medical treatment.

Q: Where is the contact information for AMR located?

A: The contact information for AMR is in the lead office, resource leader's office, and the safety manager's office.

Q: Does the Clackamas Bakery have employees trained in First-Aid/CPR?

A: Yes, most every lead and engineer as well as some managers are trained in First-Aid/CPR. The names of the First-Aid responders are located on the safety board outside the production supervisor's office.

Q: How many safety observations are required each period?

A: Two observations per employee are required each period.

Q: Are all Clackamas Bakery employees required to complete two BAPP™ observations every period?

A: Yes, all managers, engineers, bakers, and sanitation employees are required to complete the same number of observations.

Q: Are two BAPP™ observations required if an employee has vacation during a given period?

A: Yes, observations can be planned either before or after the vacation, but they must be completed within the period.

Q: What if an employee is gone for an entire period, do they still have to compete observations?

A: No, if an employee is gone for entire period, they are exempt from observation completion for that period.

Q: Can an employee be written up for not completing observations?

A: Yes, observation completion is an expectation of all employees and falls into the performance category.

Q: How many eyewash or shower stations are in the bakery facility?

A: Eleven (maintenance shop, receiving forklift charging, coffee roasting, scaling area, waste treatment area, QA Lab, near sanitation cage, both ends of washroom, and the boiler room).

Q: What should happen if a lockout lock gets left on the equipment?

A: The employee that discovers the lock should report the condition to their lead, maintenance, supervisor, or the safety manager immediately. There is a process for removing locks and that will be followed.

Quality

The Clackamas Bakery is a leader in consistently providing the best quality product by Kroger Manufacturing plants.

To achieve this distinction our employees are committed to the quality systems we have in place to sustain our excellent reputation.

Some of these systems are described below.

STATISTICAL PROCESS CONTROLS (SPCs)

Throughout the manufacturing process, we monitor and document critical points along the way to our products' completion. Each employee's participation is critical to ensuring high quality results. Therefore, temperature, weight, code accuracy, and legibility are among some of the critical aspects that are monitored on an ongoing basis.

PRODUCT SCORING TABLE

Each employee is expected to participate in scoring our products at least twice per period. This involves personally examining and tasting our products and formally scoring them using our internal scoring system and templates that explain the product specifications we require. If products are found to be substandard, immediate communication to the line enables us to correct issues before they go out the door to our Customers.

FOOD SAFETY COMMITTEE

Our Food Safety Committee meets on a regular basis and is comprised of employees and managers from all areas of the bakery. Activities of the committee support the quality standards of the bakery and include inspecting equipment, quality documentation and processes, planning abatements for quality concerns, and making recommendations for proactive measures to ensure consistent superior quality of our products.

Clackamas Bakery Good Manufacturing Practices (GMP)

Introduction

Good Manufacturing Practices are required by law and help to ensure the production of safe wholesome foods. GMPs are the single most important foreign material prevention program that we have.

Definitions

1. Employees – includes all employees and temporary employees (production, maintenance, receiving, shipping, office employees, management, etc.) who enter the plant.
2. GMP areas – includes all production areas, raw material and packaging storage, shipping and receiving areas, maintenance shop.
3. Micro sensitive areas – There are no micro sensitive areas at Clackamas Bakery. However, all areas after the baking step or coffee bean roasting product is considered ready to eat. These areas have an environmental pathogen monitoring program to ensure we prevent pathogen cross contamination that could make customers sick.
4. Shall – means that it is a requirement.
5. Should – means that it is recommended.

Personal Practices

All employees who work in direct contact with food, food contact surfaces, and food packaging materials **shall** follow good hygienic practices to protect against the contamination of food. All contractors and visitors who enter GMP areas of our facility are required to have knowledge of and to follow all Good Manufacturing Practices. No person may handle any ingredient or packaging raw materials or interact with our facilities or equipment unless they have a business reason to do so.

1. Hair Restraints

- All employees and other persons entering our production or production support areas of **shall** cover their heads and facial hair completely with the hair restraints provided.
- Stocking caps are permitted with the following requirements. The stocking caps must be plain with no patches, tassels, ear flaps, bills, visors, etc. Stocking Caps must be worn under and be fully covered by the hair net.
- Employees **shall** be clean shaven or have facial hair covered. Plant rules may allow a mustache/lipstache if it is closely cropped, which means that the mustache is not over ¾-inch in length, does not extend past the corners of the mouth, or extend past the edge of the upper lip.
- Doo Rags and sweat bands are permitted if worn under the hair net.
- If bump caps are used, they must be worn over the hairnet.

2. Hand Washing/Sanitizing/Control

- Employees working in production areas must wash and sanitize their hands at the following times:
 - When entering a production area.
 - After each visit to a toilet facility, restroom, lunchroom, break room or smoking area.
 - After scoring product.
 - At any time when hands have become soiled or contaminated.
 - After blowing nose, sneezing, scratching or coughing.
- Hand wash stations **shall** be supplied with tempered water (90-105° F within 20 seconds of starting), hand soap and disposable hand towels.
- Hand wash station locations in production areas:
 - Hand wash stations should be provided near the employee entry door used when starting work and after breaks and at convenient locations in the production areas.
 - Hand wash and utility sinks (used to clean hand tools) should be labeled for specific use.
- Employees are required to control their hand use to avoid unsanitary contact, which may result in contamination of food products, Examples include, but are not limited to:
 - Placing fingers in or about the ears, nose, mouth and/or
 - Indiscriminate uncovered sneezing or coughing.
 - Indiscriminate scratching under and or around the edges of clothing.

3. Gloves

- Employees who handle exposed finished products or product contact surfaces **shall** wear disposable sanitary gloves.
- Sanitary gloves used by employees **shall** be clean and free of tears.
- Gloves **shall** be worn only after washing and sanitizing hands.
- Gloves must be replaced after touching or handling unsanitary surfaces.
- Torn, ripped or punctured gloves must be replaced immediately.
- After picking up objects off the floor, gloves **shall** be discarded, and replaced.
- Cloth gloves and oven mitts worn to handle hot pans in bakeries **shall** be clean at the start of the shift and replaced when soiled.

4. Jewelry, False Nails, Eyelashes and Personal Items

- Rings **shall not** be worn into GMP areas.
- Watches, earrings, bracelets, necklaces and other jewelry (including body and mouth piercing jewelry) are not permitted. “Medic-Alert” ID tags are allowed and should be worn beneath clothing.
- False fingernails and eyelashes, nail jewelry, polish and coatings are not permitted. Visitors and management employees who are not handling food items or raw materials are permitted to have nail polish, but they shall wear gloves if they will be handling product or raw materials.
- Personal items must be stored in the locker room or another designated location.
- Heavy perfumes or colognes are prohibited at all times.

5. Consumption of Food

- Lunches **shall** be stored in the designated locations of break rooms. Food and drink **shall not** be stored in locker rooms.
- The consumption of food and drink, including chewing gum, candy and cough drops in GMP areas of the plant is not permitted. Foods and beverages may be consumed only in designated areas such as break rooms, offices, or outside areas where eating tables are provided.
- Sampling of product in production areas is permitted in areas where quality attributes are evaluated.

6. Tobacco Products

- Smoking or use of any tobacco products **shall** be confined to designated locations away from production, packaging, storage, or maintenance areas of the plant.

7. Medications and Creams

- Medication and creams, such as hand cream, lip balm, nasal spray etc., **shall not** be taken into GMP areas unless medically necessary. These items should be stored in lockers, first aid rooms, or office areas whenever possible.

8. Ear Protection

- Ear protection devices must be secured to prevent product contamination. Examples of acceptable ear protection devices include:
 - Earplugs that are attached by plastic cord.
 - Earplugs with rigid attachment that are worn around the neck.
 - Earmuffs attached by a headband.
 - Metal detectable earplugs are available and are recommended in facilities where production lines are equipped with metal detectors.

9. Employee Health

- Symptoms of some illness may be signs of food borne diseases. Employees **shall not** work in food preparation if they have any of the following symptoms.
 - Diarrhea
 - Vomiting
 - Fever
 - Open skin sores
 - Dark urine
 - Jaundice

- Employees who have been diagnosed with any of the following diseases that can be transmitted to food **shall not** work in food preparation areas until a medical doctor has cleared them to work in food preparation areas.
 - Salmonella typhi
 - Shigella ssp.
 - E. coli O157:H7
 - Hepatitis A
 - Staphococcus aureus (MRSA for instance)
 - Streptococcus pyogenes
 - Norwalk (-like) virus
- Personnel with minor cuts or injuries to hands, wrists, or lower arm areas may work in a production area if:
 - They review the condition with their supervisor first.
 - They can protect the wound.
 - Employees can work on production lines provided the injured area is bandaged and covered with an impermeable sanitary material such as plastic gloves.
 - Bandages used should be distinguishable by color. Where metal detectors are used, it is recommended to use a bandage that can be detected by the metal detector. When possible, it is best to have these individuals work in non-product contact areas.

Shoes and Clothing

Note: Shoe and Clothing policy applies not only to employees, but also to visitors, contractors, and plant tours.

1. Shoes & Boots

- All production and sanitation employees **shall** wear steel/composite toe shoes with slip resistant soles which are marked “slip resistant” on the shoe’s sole.
- All maintenance/engineering employees **shall** wear steel/composite toe shoes with slip resistant soles which are marked as “slip resistant” on the shoe’s sole and have an EH (Electrical Hazard) rating.
- High-heels, open-toed, open-heeled, open-weave, and sandals are not suitable to be worn in the plant.

2. Clothing

- Bakers should wear white pants and shirts and or sweat shirts. Jackets obtained through the plant uniform service are also permitted.
- Sanitation employees should wear dark blue colored clothing or uniforms from our contracted service.
- Maintenance employees wear uniforms from our contracted service.
- Uniforms, lab coats, smocks, jumpsuits and jackets must be clean at the beginning of the work shift and kept reasonably clean during the time at work. Clothing **shall** be in good repair.
- Uniforms **shall** be worn in GMP areas. For employees who enter the plant on an infrequent basis, full-length smocks or lab coats **shall** be worn over street clothing.
- Lab coats and smocks worn in GMP areas **shall not** be worn outside the plant.
- Hoodies, sleeveless shirts, and tank tops **shall not** be worn while in GMP areas.
- Exterior pockets above the waist **shall not** be used. All uniforms with pockets above the waistline on the outer garment should either be sewn shut or removed. If available from the uniform supply firm, shirts without pockets should be provided.
- Shirts, smocks, and lab coats **shall not** have buttons. This includes uniform clothing for management personnel. Zippers, grippers or snaps may be used as fasteners on shirts, jackets, lab coats or smocks.
- In wet areas or where clothing is rapidly soiled and there is exposure to open product(s), disposable clothing (plastic aprons, lab coats, etc.) should be worn over uniforms.
- Cloth aprons may be worn in bakeries provided they are clean at the start of the work shift and are changed when they become soiled.
- If clip-on identification badges are attached to clothing, they must not be worn higher than waist level.
- Sweaters must be short fibered, close-knit, lint free and worn under a garment such as a lab coat, smock, or plant-approved jacket/sweatshirt.
- Aprons, lab coats and smocks **shall not** be carried or worn into restrooms. They **shall** be stored on hangers outside of the restroom.
- In GMP areas, clothing **shall not** be left lying or hanging on equipment, ingredients, or packaging materials. If needed a designated location must be provided for placement of clothing when not in use.
- Bump caps, if used, **shall** be maintained in a sanitary condition. A program should be established to clean and sanitize bump caps on a routine basis in micro-sensitive areas.
- Labels or stickers are not permitted on bump caps unless they are part of a specific plant program. If stickers or labels are to be placed on bump caps, then they must be non-absorbent and maintained in good condition.
- Personal items such as labels, photographs, or other items **shall not** be placed on equipment in production areas.

Traffic Patterns for Foot Path

Employees:

- Employees **shall** follow established traffic patterns and controls to prevent potential cross contamination.
- Employee traffic **shall** be controlled as much as possible to eliminate movement from raw to finished product areas
- Employees who move from raw areas to micro sensitive areas must wash and sanitize their hands upon entering the area.

Visitors

- Visitors without personal protective equipment are restricted to the foot path (indicated by the painted foot prints on the floor).
- Visitors with personal protective equipment must follow the same established traffic patterns used by employees to avoid cross contamination and must also wash their hands when entering micro sensitive areas.

GMPs for Visitors and Plant Tours

1. Visitors, contractors and plant tours are responsible to understand and follow our facility GMPs.
2. All visitors must show proper photo identification and sign in upon arrival and sign out prior to departing the plant.
3. Prior to visitors entering plant areas, they are to be instructed on the plant policies relating to GMP and safety requirements (see *Personal Practices* on page 30 and *Shoes and Clothing* on page 33). Written copies of these policies are to be shared with them.

FAQ (Frequently Asked Questions)

Q: Do we have 24-hour Quality Assurance support?

A: No, we do not. We have a limited QA staff because we have excellent food safety and quality systems and training programs to support them. It is up to all of us as employees to know and understand the food safety and quality requirements of our jobs.

Q: Do I have to wash my hands when I return to work after a break or lunch?

A: Yes, everyone must wash their hands whenever they enter the production areas of the plant.

Q: Can I put something on hold if I suspect a food quality or food safety problem.

A: Yes, anyone who thinks there is a food safety or quality problem can place product on hold.

Q: What should I do if I see someone who is not following our GMPs

A: You should ask them if they know the proper way to do their task and help them understand the importance of following GMPs.

Q: Can I wear a hoodie?

A: No, we do not allow hoodies because they can impair vision and hearing and the cords can get caught in machinery.

Q: Can I wear a jacket?

A: Yes, if it is provided by the plant or obtained from our uniform service.

Reliability

Continuous Improvement Process

The Continuous Improvement program is a process started by the Kroger Manufacturing Division to get all manufacturing plants to 85% reliability. The Continuous Improvement initiative is focused on improving operational processes which includes safety, quality, reliability, and cost control.

Continuous Improvement is based on the applying the Plan-Do-Check-Act cycle, as detailed below.

1. **Plan.** Recognize an opportunity for improvement and plan a change.
2. **Do.** Test the change by carrying out small-scale test or study.
3. **Check.** Review the test, analyze the results, and identify what was learned.
4. **Act.** Take action based on what was learned in the Check step. If the change did not work, go through the cycle again with a different plan. If successful, apply what was learned from the test into wider changes. Use what was learned to plan new improvements, beginning the cycle again.



That is the general process of Continuous Improvement. Now we will take a closer look at each of the Plan-Do-Check-Act steps.

Plan

The first step of PDCA is to identify the area to improve. By comparing expected process performance metrics to the results achieved by the process problem areas are identified. Clackamas Bakery has a goals chart with all the critical metrics tracked each period. Production, Engineering, and Finance all track performance to target on their areas of control and post the results.

The performance gap or improvement target is identified. The TPC team of people do an analysis of the performance data using the TPC tools of 5 WHY or fishbone to identify potential root cause of the deficiency. A plan of action is developed to improve the performance to meet or exceed the goal.

Do

Put the plan to work on the problem. Implement the action plan. Try to make changes on as small a test scale as possible and run the process. For example, run one dough batch as opposed to implementing for the entire day's production run. Expand the implementation as confidence is gained through positive test results.

Check

Reliability

Part of the Check step, Reliability is critical to how well we use our resources, both people and machines, to produce saleable product and ultimately, to make money.

Total Process Control (TPC)-Here at the Clackamas Bakery we are dedicated to improving our process to improving safety, quality, reliability and saving time and money. We create standards and teach employees to follow them to improve our process. By streamlining the processes, we are improving safety and quality as well as saving money for the Customer.

During TPC events we work to solve problems that are affecting our process on a regular basis. On day one of the event we teach each team the problem-solving tools they will need. We use those tools to look at the data that we have collected to identify the root cause and develop solutions.

Some solutions are implemented during the event and some solutions require more time and effort than we have during the event, so we develop action plans for things that we cannot fix right away. We use 30-, 60-, and 90-day follow up meetings with the teams to check on progress after we have implemented changes.

Why Do We Care About Reliability?

As a company Kroger cares about Reliability because it directly affects profits. A line with good reliability usually has lower labor costs, less waste, and better quality.

As employees we care about Reliability because it directly affects our job experience. Working on a line with good reliability is likely to mean less downtime, less confusion, and less frustration.

Who Is Responsible for Reliability?

Everyone! Each employee at Clackamas Bakery, whether they have been here for twenty years or just walked through the door, has an important role in helping us achieve our reliability goals. Their contribution may come through knowing how to best operate, maintain, or clean the equipment to reduce stops or in recording downtime data accurately in our Kroger Down Time (KDT) system. Their contribution may come through participating in the Continuous Improvement process through improvement ideas or participation in a process improvement focus team. Other contributions to improved reliability may be to provide leadership or simply to follow rules and procedures. Every job in our plant contributes to overall reliability in some way. Your responsibility is to know your role and contribute to the team effort at a high level.

How Do We Measure Reliability?

Part of the Check step, Clackamas Bakery measures our Continuous Improvement process daily using these four indicators:

Efficiency (EFF): Efficiency is a measure of the line’s performance while running.

$$EFF\% = \frac{\text{Production Count}}{(\text{Uptime} + \text{Regular DT})(\text{Standard Rate})}$$

Example:

$$87.3\% = \frac{4800}{(100 \text{ minutes} + 10 \text{ minutes})(50)}$$

In the above example, the EFF% is 87.3%. The higher the EFF% the better, with 90% being our goal and less than 90% being unacceptable.

Process Reliability (PR): Process Reliability is a measure of the line’s performance while running, but also includes the setup, maintenance, and sanitation times necessary to keep the line running.

$$PR\% = \frac{\text{Production Count}}{(\text{Uptime} + \text{Unplanned DT} + \text{Planned DT})(\text{Standard Rate})}$$

Example:

$$73.8\% = \frac{4800}{(100+10+20)(50)}$$

In the above example, the PR% is 73.8%. The higher the PR% the better, with 80% being our goal and less than 80% being unacceptable.

Mean Time Between Failure (MTBF): The average amount of time the line or process runs without a stop.

$$\text{MTBF} = \frac{\text{Sum of All Uptime}}{\text{Total Number of Stops}}$$

Example:

$$50 \text{ minutes} = \frac{100 \text{ minutes}}{2}$$

In the above example, the MTBF is 50 minutes. The higher the MTBF the better, with 50 minutes or more being our goal and less than 50 minutes being unacceptable.

Act

Once the improvement is tested and shows process has improved it is time to implement the plan completely across the process. Keep in mind the PDCA process is a loop, not a onetime attempt at improvement. Review the original plan and analyze the results. Has the root cause been fully eliminated? Is there room for more improvements? Repeat the process as many times as needed to maximize the results.

FAQ (Frequently Asked Questions)

Q: Who is my Customer?

A: There are two types of Customers:

External. The one who shops in our stores (and pays our bills).

Internal. Uses our efforts to achieve our business objectives and ultimately satisfies the external Customer.

Q: What is value?

A: Value, defined by the Customer, has the following three features:

Price. It must be something the Customer is willing to pay for.

Delivery. It must be done on time.

Quality. It must be done right the first time.

Q: What is Standard Work?

A: Like “Best Practices,” Standard Work is a detailed definition of the most efficient method to produce a product or perform a service at a balanced flow to achieve a desired output rate. It breaks down the work into elements, which are sequenced, organized, and repeatedly followed.

Q: What are the components of Standard Work?

A:

Time. The time needed to perform the work. This is based on available time and demand and is adjusted when demand changes.

Sequence. Repeated work elements that makes the overall work efficient.

Inventory. The minimum amount of material needed to complete the work.

Q: What is a Kaizen event?

A: It is an *ad hoc* team assembled to tightly focus for one week on improving a process as well as training for the improved process.

Q: What is TIMWOODS and the eight types of waste?

A: TIMWOODS is an acronym for the types of waste encountered in manufacturing:

Transportation – moving people, products, and information.

Inventory – Storing materials ahead of requirements (JIT reduces this).

Motion – bending, turning, reaching, and lifting.

Waiting – For parts, equipment, instructions, and information.

Over Production – Making more than is immediately required.

Over Processing – Tighter tolerances or higher-grade materials than is necessary.

Defects – Rework, scrap, incorrect information.

Skills - Underutilizing capabilities; delegating tasks with inadequate training.

Q: What are the 5 S's?

A: The 5 S's are about organizing one's workplace by doing the following:

Sort - Straighten up; sort out unneeded items.

Straighten – “A place for everything, and everything in its place.”

Shine – Keep the area clean and uncluttered.

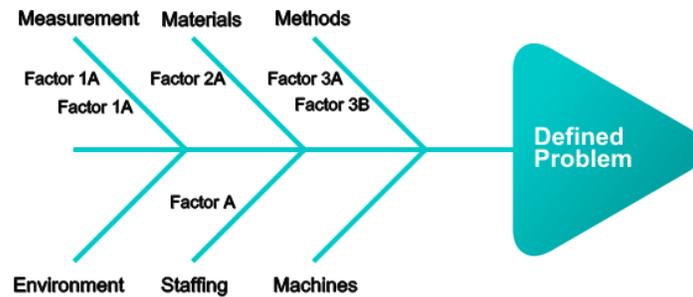
Standardize – Be consistent.

Sustain - Maintain the system and continue to improve it.

A workplace that is tidy, organized, clean, and consistently maintained contributes to greater productivity and reduced work-related stress.

Q: What is a Fishbone Diagram?

A: A fishbone diagram is a tool for structured brainstorming to find potential causes and effects of a problem. The “head” of the fishbone is the defined problem, with each “bone” being the possible cause of the problem. Each “bone” can have additional sub-causes or related factors noted next to the “bone.” Here is an example:



Q: How does the Continuous Improvement Process help keep Clackamas Safe?

A: In TPC (Total Process Control) events the team reviews the safety documents for the process. These documents include the Job Safety Analysis and Department Safety Practices. A safety walk of the line is completed on a down day and on a running day to look for any potential safety hazards.

Q: What is a Kamishibai Board?

A: The Kamishibai board, or K Board, is a visual tool to relay relevant information to the production line. It shows current line equipment condition, line performance metrics, staffing, training needed, and any urgent line information. It is located by the production line.

Q: What is the plant Goals Chart?

A: A central posting of how our bakery is performing to our key metrics for financial, productivity, quality, and reliability. There is a goal chart posted in each conference room.