

# SBCA Safety Summit

Keynote Speaker:  
Joe Wheatley, EnPro Industries

Panelists:  
Kent Pagel, Pagel Davis & Hill, P.C.  
Rick Parrino, Plum Building Systems  
Randy Rickels, Shelter Systems Limited



**MiTek**<sup>®</sup>

Handout Sponsor



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# Injury Freedom Through Positive Workplace Safety Culture

Joe Wheatley, Vice President of EHS, EnPro Industries



## EnPro Safety Pledge

“I pledge to personally be involved to create an injury-free work place. My dedication to creating a safe workplace free of all injuries will be absolute and clear through my actions.”

# Safety as a Core Value



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## Typical Workplace Safety Culture

- Assigned to safety **managers**
- Focused on changing safe **behaviors**
- Select employees for safety **committee**
- Goal to **reduce injuries**



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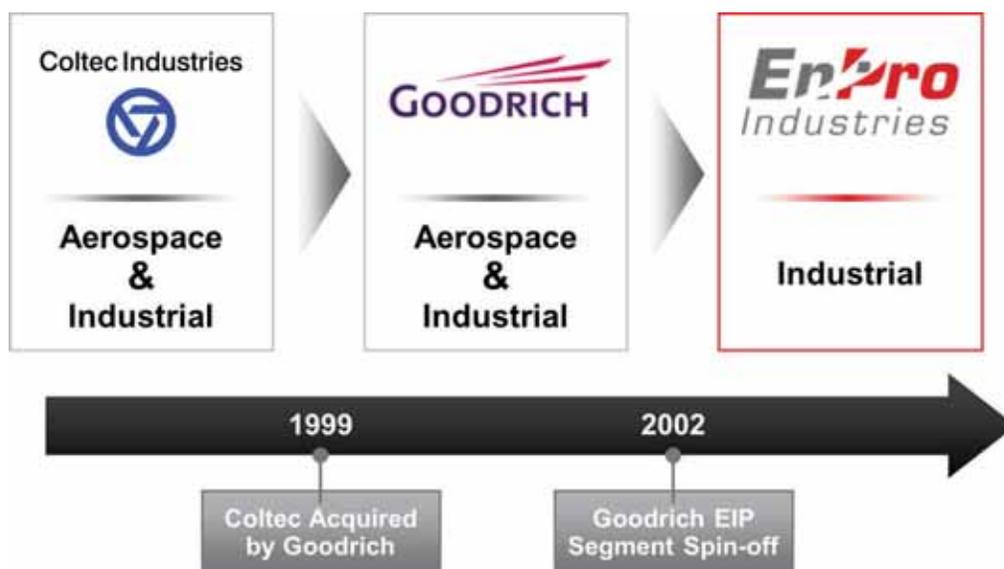
# Becoming America's Safest Company



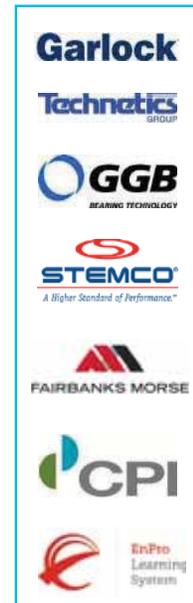
- EHS Today created the America's Safest Companies Awards in 2002. As of 2018, more than 235 companies received the award.
- EnPro Industries is one of only a small handful of companies to receive the America's Safest Company honor three times: 2006, [2011](#) and [2016](#).
- Companies must prove the following achievements to be considered:
  - executive leadership and frontline management EHS **support**
  - employee **engagement** in EHS processes and programs
  - injury and illness incident rates **significantly lower** than the industry average
  - **comprehensive**, ongoing EHS related training programs for all employees
  - evidence that injury **prevention** is the cornerstone of the safety culture
  - excellent **communication** about safety's value to the organization
  - data to prove the benefits of the safety **culture**, processes and programs



## EnPro Industries Heritage



# EnPro Industries Family of Companies



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## About EnPro Learning System



EnPro  
Learning  
System

- EnPro Industries is a diversified heavy duty engine and parts (gaskets, seals, bearings, compressors) manufacturer with 6 divisions and more than 5,000 employees in more than 65 locations worldwide
- EnPro Learning System = Leadership Through Safety
- Training and Consulting Division of EnPro Industries
- EnPro Learning System has helped clients across industries:
  - Manufacturing, chemicals, food packaging, metals processing, mining, municipal governments, pharmaceuticals, heavy construction

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# What is the ultimate goal for workplace safety?

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## Injury **FREEDOM**

*Ultimately, we want to eliminate all injuries altogether.*

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## New Approach – Safety as a Core Value

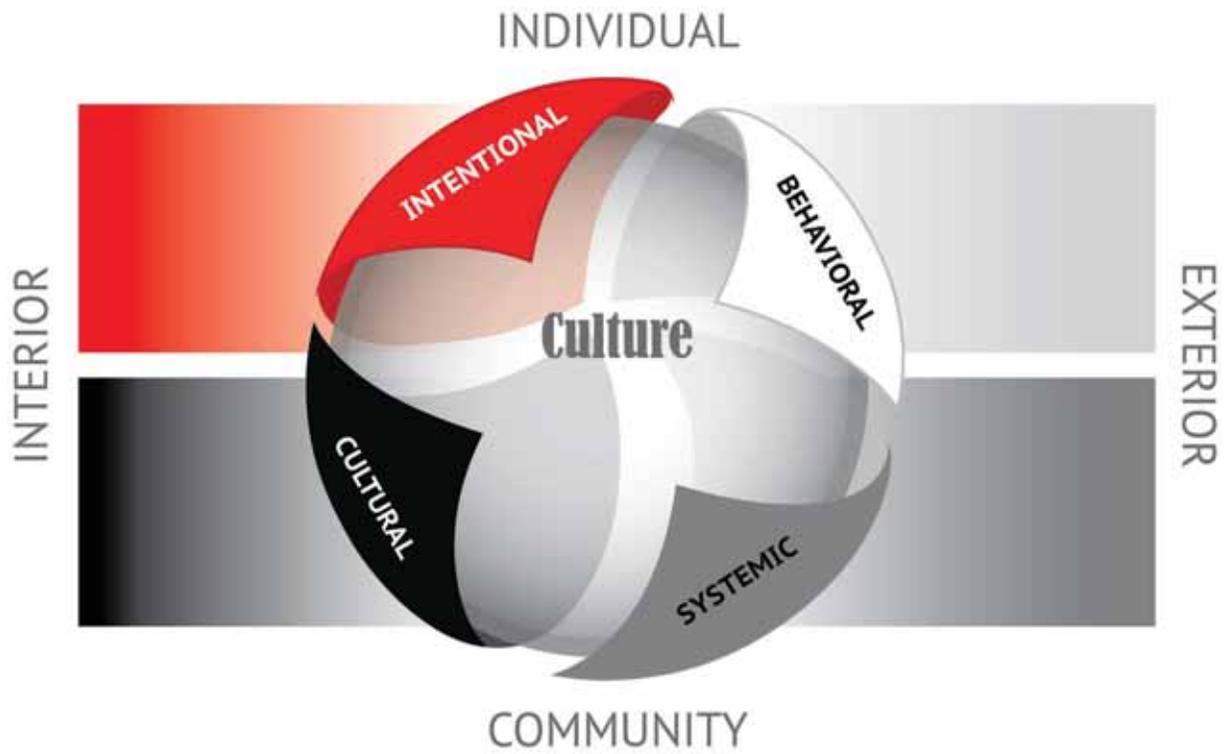
- A Core Value *cannot be changed*
- A Core Value is *not subject to annual strategic plans*
- Safety as a Core Value *trumps production, operations and sales*
- Safety as a Core Value becomes *how we do business*
- Core Values *apply to all interactions* between colleagues within the company and relationships outside the company, from colleagues' families to customers
- Definition of Safety expands to include both physical and emotional safety, security and wellness

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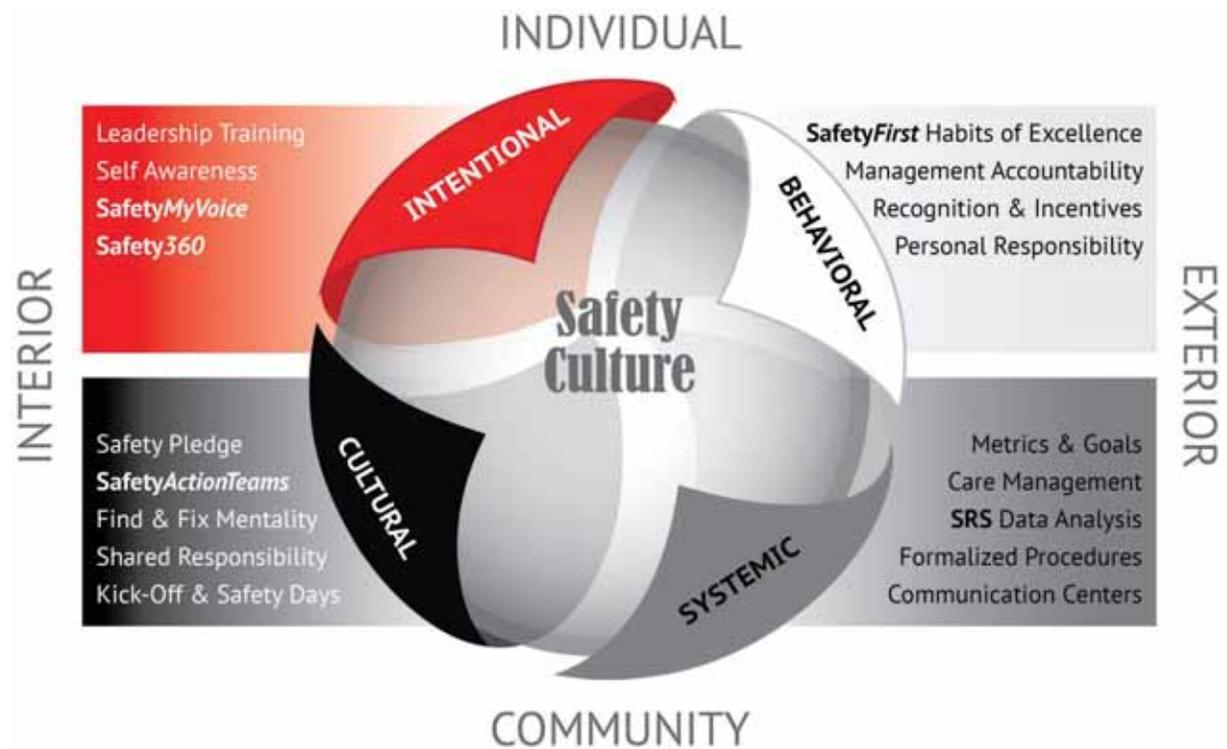
## Dual Bottom Line



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## Safety Leadership Progression

**VISIONARY**

Actively seeks and learns more about safety methods and thinking. Internally driven to innovate and provide greater service to others.

**CHAMPION**

Is an advocate who actively leads, participates and models the way in safety activities because of their strong safety ethic.

**SUPPORTER**

Understands why safety is important and believes in the importance of spending time and resources on safety.

**COMPLIANCE**

Completes safety activity because someone requires them to do it. (Regulatory, Corporate, Etc.)

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<div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="background-color: #ADD8E6; padding: 5px; margin-right: 10px;"> <b>VISIONARY</b> 20%         </div> <div style="background-color: #ADD8E6; padding: 5px;">           Actively seeks and learns more about safety methods and thinking. Internally driven to innovate and provide greater service to others.         </div> </div>	<b>Employee Driven</b>  <b>Servant</b>  <b>Value</b>	
<div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="background-color: #ADD8E6; padding: 5px; margin-right: 10px;"> <b>CHAMPION</b> 41%         </div> <div style="background-color: #ADD8E6; padding: 5px;">           Is an advocate who actively leads, participates and models the way in safety activities because of their strong safety ethic.         </div> </div>		
<div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="background-color: #ADD8E6; padding: 5px; margin-right: 10px;"> <b>SUPPORTER</b> 34%         </div> <div style="background-color: #ADD8E6; padding: 5px;">           Understands why safety is important and believes in the importance of spending time and resources on safety.         </div> </div>		<b>Safety Engineer</b>  <b>Heirarchical</b>  <b>Priority</b>
<div style="display: flex; align-items: center;"> <div style="background-color: #ADD8E6; padding: 5px; margin-right: 10px;"> <b>COMPLIANCE</b> 5%         </div> <div style="background-color: #ADD8E6; padding: 5px;">           Completes safety activity because they are required to do it.         </div> </div>		

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# What are the Habits of Visionary Safety Leaders?

- Feedback seeking
- Practices self-reflection
- Wants to improve
- Develop strong personal beliefs around safety
- Personal beliefs align with actions

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## Tool #1 - **SafetyMyVoice**

- The **SafetyMyVoice** is a two part practice:
  - **Part 1:** Personal reflection process of why safety is so important to you. This includes journaling your thoughts.
  - **Part 2:** Public demonstration of your fundamental feelings about safety through sharing your **SafetyMyVoice**.
- What is your “Why?”
- Use “I” statements – plural pronouns signal community, but if it’s the community story it’s not personal.

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## Tool #1 - **Safety**MyVoice

- Think of a recent unsafe act or situation you were involved in.
- What did you look like to an outside observer?
- Was there a direct consequence of your belief?

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## Tool #2 – **Safety**360

- Anonymous feedback from people who work around you
- Self-reflection and self-rating
- Strengths and opportunities on safety leadership



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## Tool #2 – **Safety**360

### ➤ Who is this for?

- Senior Leaders
- Plant Managers
- Office Managers
- Line Supervisors
- Safety Action Team / Committee Leaders



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## Tool #2 – **Safety**360

- Complete a self-assessment
- Choose the raters and ask for their feedback
- Data is compiled and published in a report
- Compare survey results with self-assessment
- Review results with a Safety Coach
- Develop 30/60/90 day action plan

- Participants should have basic Safety Leadership Training for context and understanding of the Leadership Progression

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# Tool #2 – Safety 360

8. Would this person stop work because of an unsafe condition? \*  
 Mark only one oval.

- Yes
- Uncertain
- No



# Tool #2 – Safety 360



EnPro Learning System



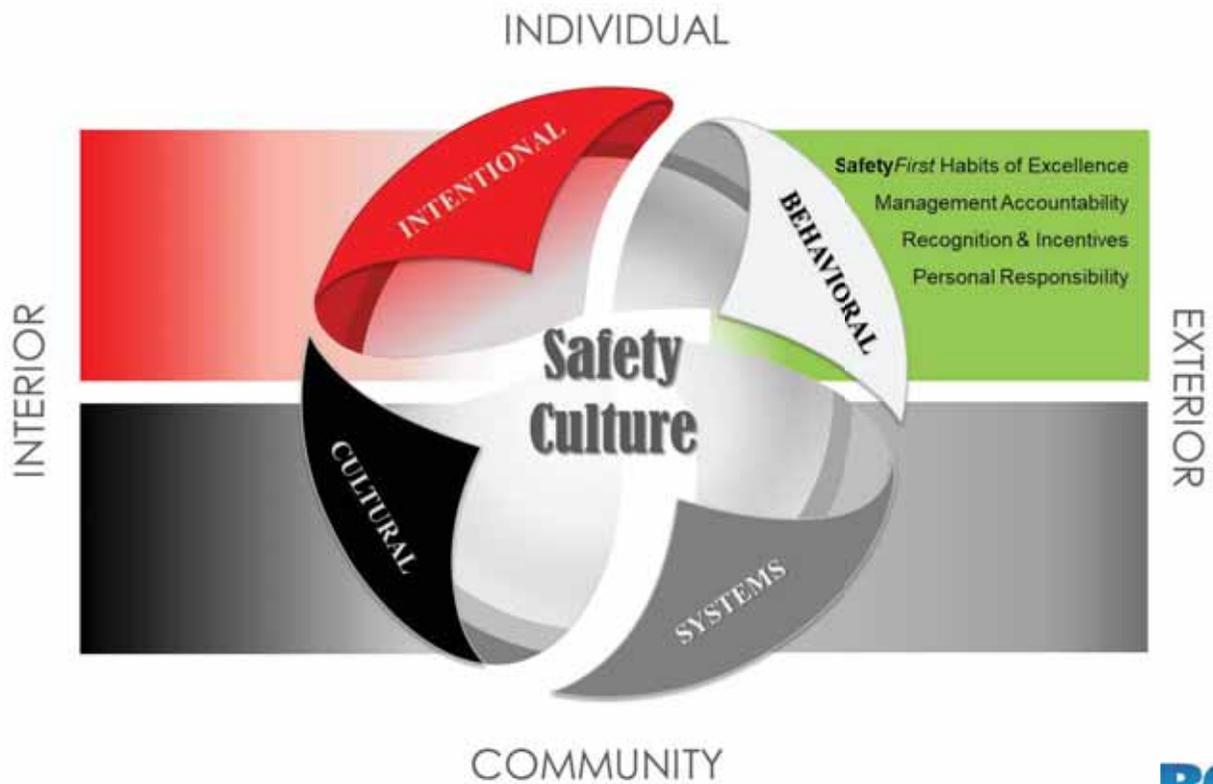
**30 - 60 - 90 Day Safety Leadership Development Action Plan**

**Instructions:** Please create your own personal development plan to assist in using some of what you learned in your workshop. It is recommended that you develop at least 2 but no more than 5 goals per time frame. Please give thought to what your desired outcomes are for each goal and be sure to create SMART goals that can be measured with completion dates.

**30 Day Actions**

	Goal Description	Desired Outcomes	Resources Needed	Target Completion Date	Level of Completion	Actual Completion Date
1					⊕	
2					⊕	





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## EnPro Behavior Based Safety

### 2000's – 2007

#### IMPLEMENTED

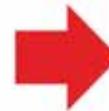
"off the shelf" BBS System in 2003

- The business saw initial success after implementations of a purchased BBS program
- Trained all employees on key terms and program content
- Trained all supervisors and committee members to perform observations and began tracking of unsafe acts
- BBS Program plateau in 2007



#### ANALYSIS

- Too much focus on employees actions
- Employees felt they were to blame
- Observations yielded little useful data because we were doing it for all the wrong reasons



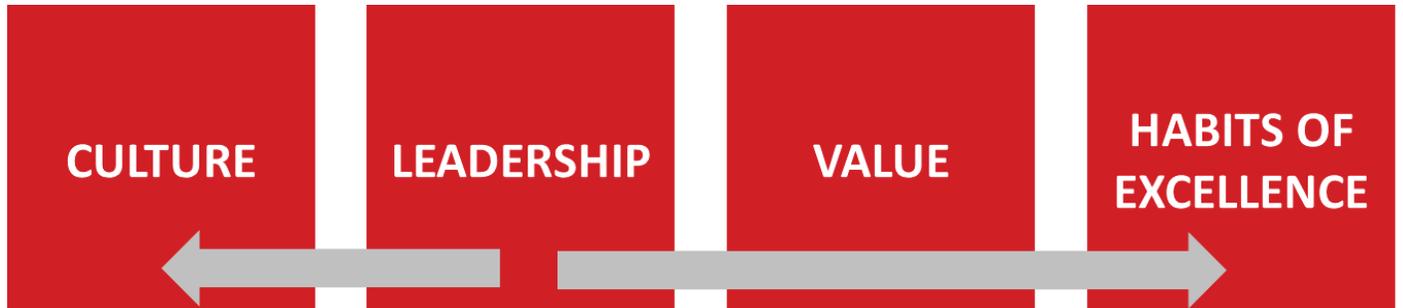
#### CONCLUSION

- Change the organization and the way we operate
- Design a world-class safety system with management commitment, employee engagement and developing a community



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## Four Critical Components to BBS



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## **SafetyFirst**<sup>®</sup> Habits of Excellence

- I. Making the Connection – **CARES**
- II. Injury Analysis, Classification of Incidents and Company Specific Triggers
- III. Caring, Sharing and Learning (Mutual Responsibility)
- IV. Safety Forever (Sustainability)

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# SafetyFirst® Habits of Excellence

<b>Control Emotions</b>	Recognize your mental states: judgement and safety are impaired when experiencing strong emotions such as anger, sadness, excitement, joy, etc.
<b>Anticipate</b>	Think ahead. If it is not planned it could create unsafe conditions and behaviors such as complacency.
<b>Responsible</b>	Look out for yourself as well as others.
<b>Engage</b>	Remain focused. Be present and fully aware of states such as tired, fatigue and complacent.
<b>Safe Pace</b>	Work at appropriate speed. Avoid stress and strain to prevent unsafe conditions and potential injuries.

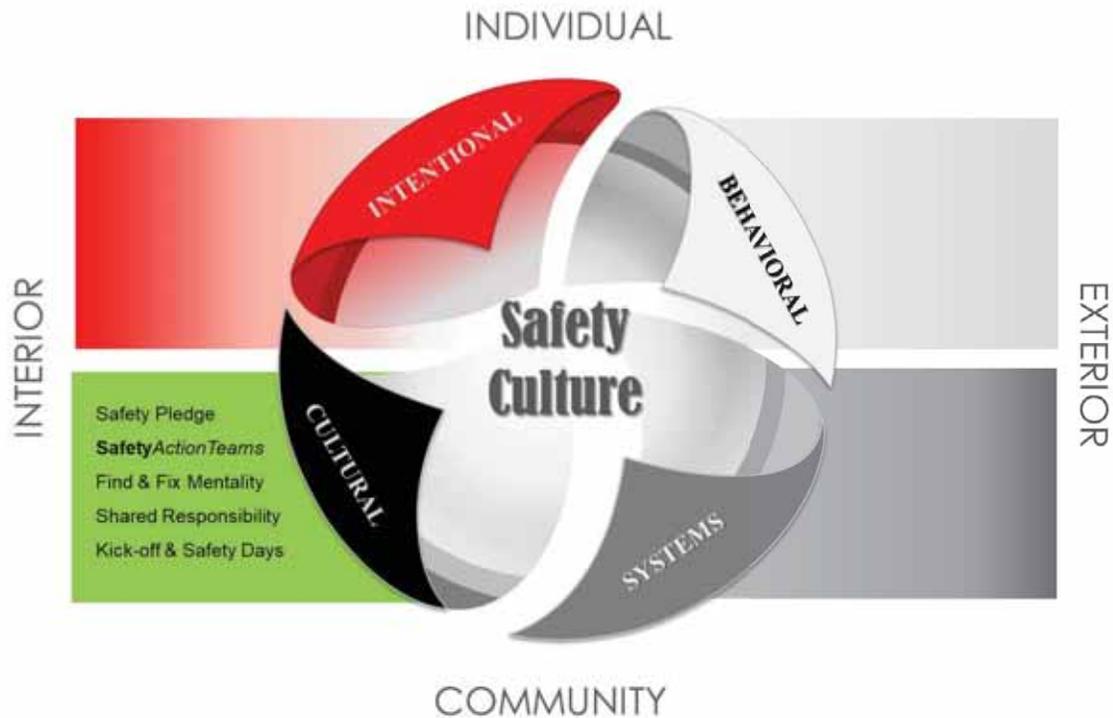
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## Keys to Future BBS Success

- Focus on hazards and triggers specific to your business
  - Customizable program that can be adapted to the variety among business units and cultures
  - Employees develop their own triggers as part of training
- Empower your employees to have a choice to be safe, not simply deal with the circumstances of hazards
  - What people help create, they will help sustain
- Spend more time focusing on developing habits of excellence than worrying about tracking a metric



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## Organizational Model

- **Colleague driven** safety culture and values through shared responsibility
  - Consistent with our values of Safety, Excellence, and Respect and our Dual Bottom Line
  - Responsibility at the most appropriate level
  - With everyone involved we have no limit on resources

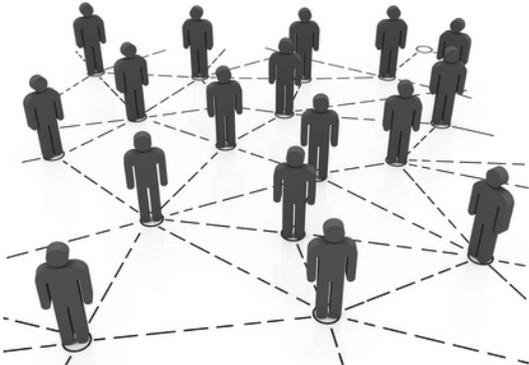
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# Shared Safety Responsibility Model

## ➤ Safety is MY Responsibility

Does your organizational structure facilitate engagement of employees to create a safe work place?

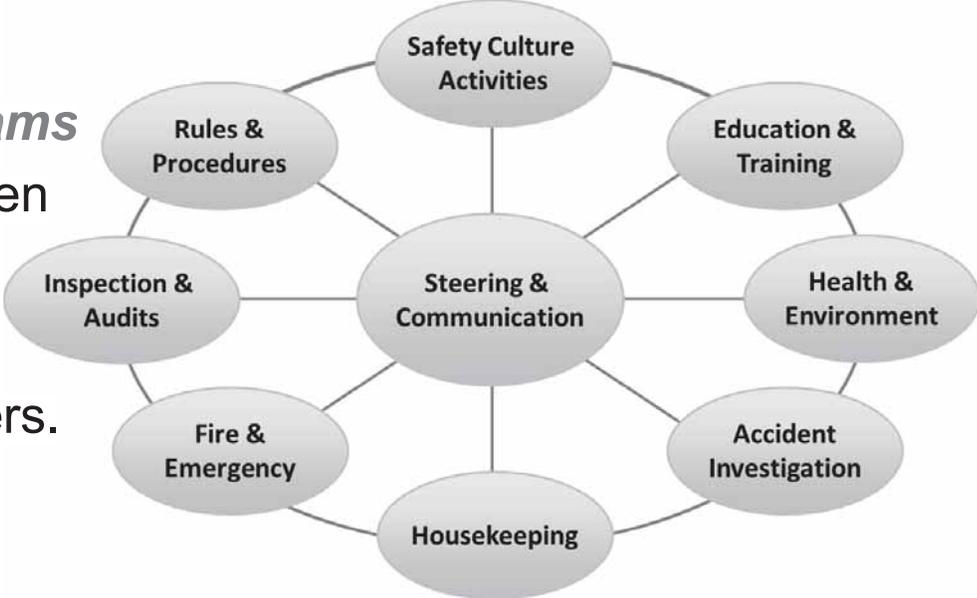
Employee driven safety culture with limited dedicated site safety managers.



# Engaging the Whole Community

## **Safety** Action Teams

➤ Employee driven safety culture with limited dedicated site safety managers.



# Awareness & Communication

- Celebrate and share the successes of the teams to all employees
- Encourage further participation by all employees by displaying the dedication and efforts of those involved
- Inspire all employees to take the charge and initiate change



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# Criteria for Safety Action Teams

## Team Composition

- Multi-functional representation
- Must include hourly and salaried
- Must be staffed adequately for the assigned programs (proper resourcing)

## Communication

- Visual Postings
- Team Leaders and Members
- Goals and objectives
- How to become a member

## Meetings & Documentation

- Meet monthly → Keep meeting minutes!
- Goals and objectives
- Progress toward completion of goals
- Attendees

## Training

- All employees
- Annual
- Site teams
- What teams do / how to join

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## Project Example: Machine Guarding Team



Before



After

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## Project Example: EJ Material Handling



R3 Before = 36



R3 After = 9

Improvement: 75%

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# Project Example: Forklift Lane Improvements



Inside



Outside

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## Culture Building – Safety Kickoff

- First Day Back to Work After New Year's Holiday
- Teams plan, prepare and execute event
- Reinforce the core value of safety
- Minimum standards set for all locations:
  - Message from CEO
  - Company-wide safety performance review
  - Previous year Highlights
  - Division / Facility customized events
  - Safety Pledge Signing



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# Culture Building – Day Without Part of Me



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# Culture Building – Mannequin Scenarios



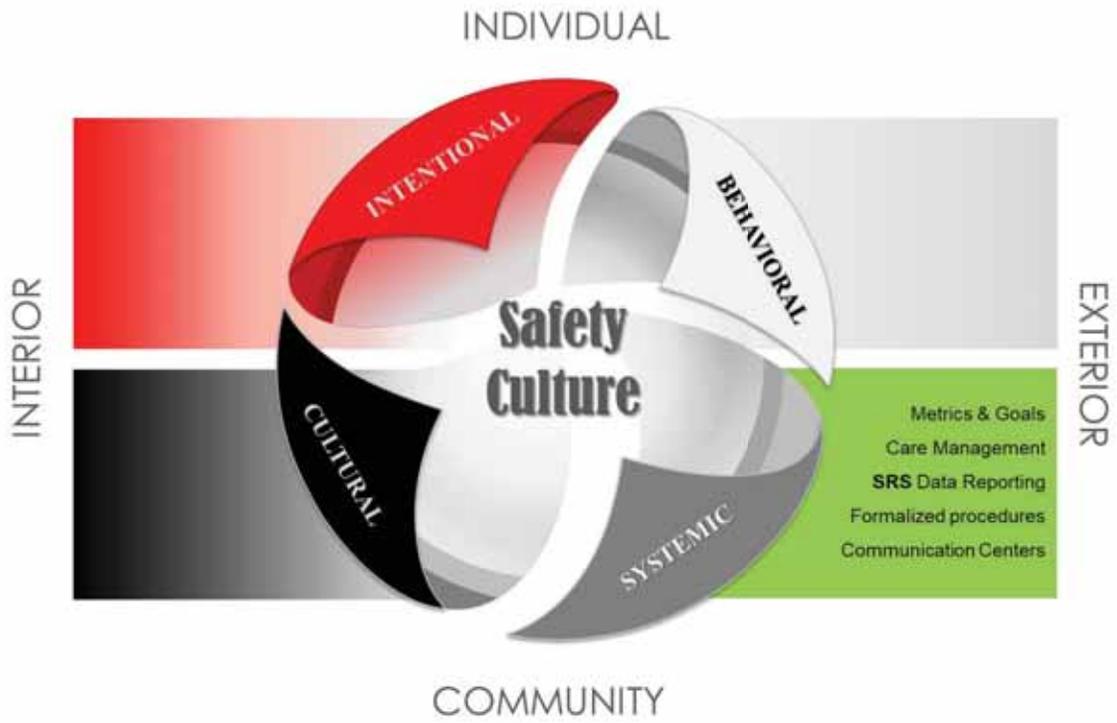
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# Culture Building – Family Safety Drawings



# Culture Building – Family Safety Days





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**Safety Triangle**



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# Care Management: Employee Perspective



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# Care Management: Team Perspective



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# Metrics as Indicators

**Reactive Indicators**

- Injury and Illness Data
- Litigation
- Regulatory Intervention

- Property Losses
- Loss Data

**Transitional Indicators**

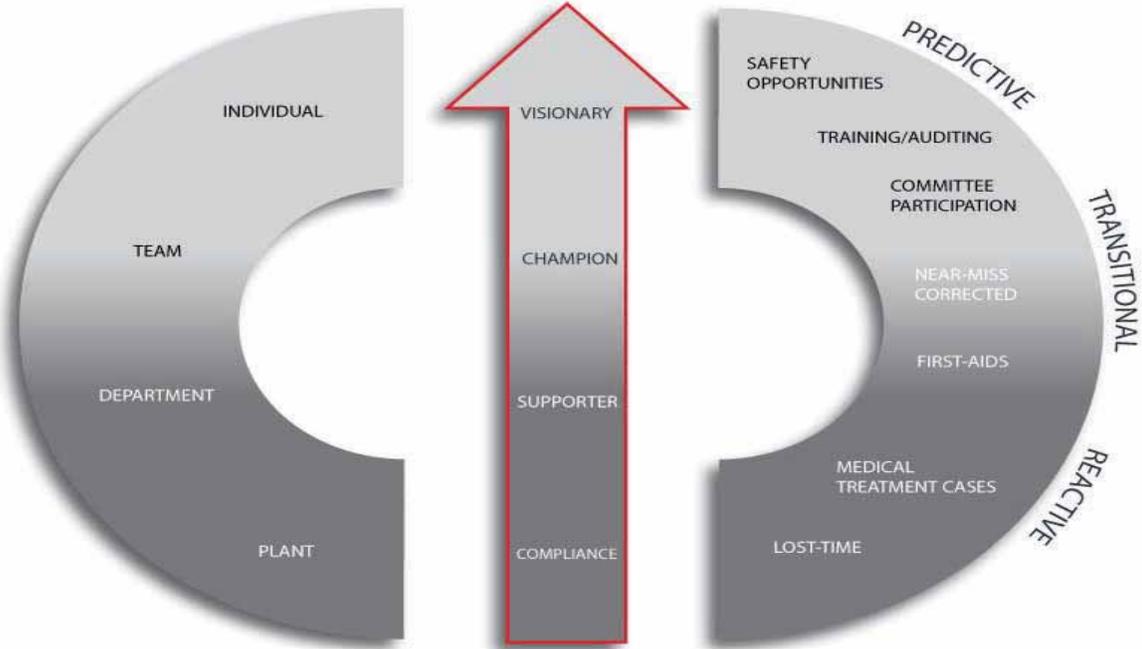
- First Aid
- Near Miss Corrected
- Potential for Serious Injury (PFSI)

**Predictive Indicators**

- Safety Opportunities Corrected
- Safety Action Team Activity
- Training Hours
- Employee Perceptions



# Hierarchy of Recognition



# EnPro SafetySystem



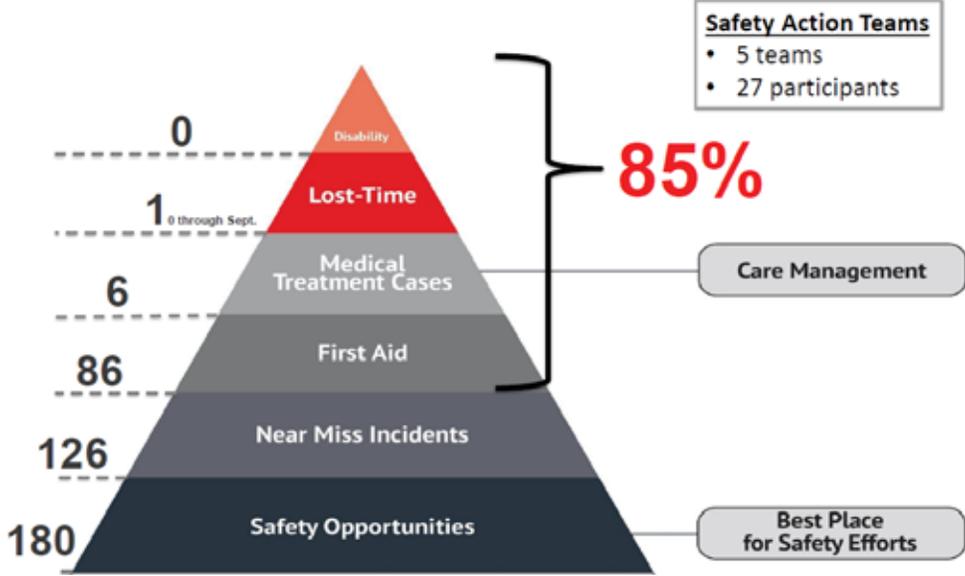
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## Plant Facility Results - 2018



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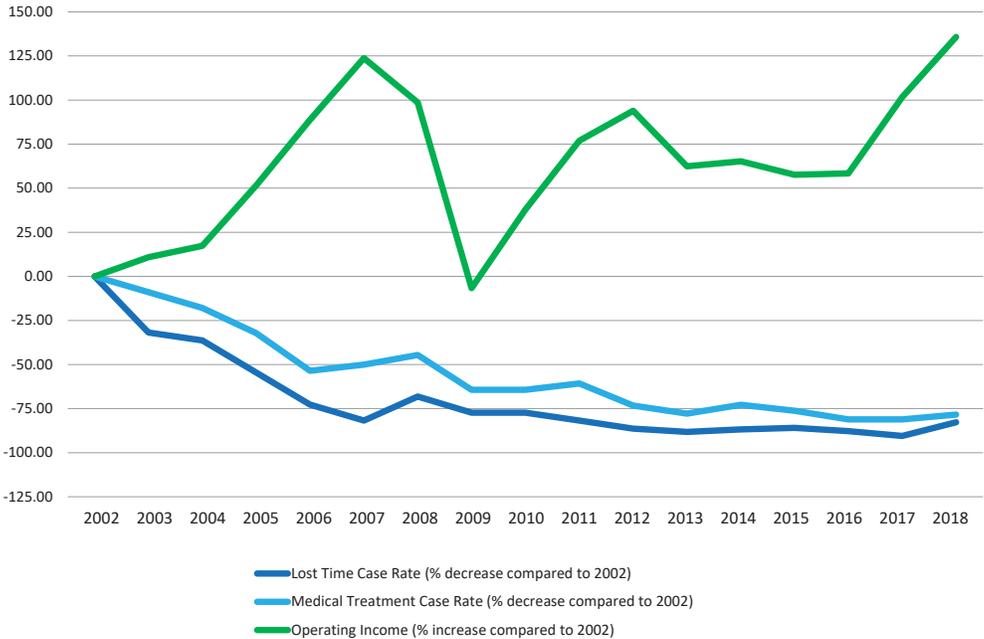
# Plant Facility Results - 2019



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# Safety = Profitability

*% Incident Decrease vs % Operating Income Increase*



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## Key Takeaways

- How will you develop safety **leaders**?
- How will you develop safe **habits** of excellence?
- How will you develop safety **action** teams?
- How will you measure **success**?
- How will you **eliminate injuries**?

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## How ELS Can Help Your Safety Journey

- **Safety Summit** – Leadership Commitment
- **Safety System** Gap Analysis – Baseline Snapshot
- **Safety 360** Leadership – Individual Commitment
- Safe Supervisor Training – Key Players
- Care Management – Core Value in Action
- **Safety Action Teams** – Continuous Improvement
- **Safety First**<sup>®</sup> – Habits of Excellence
- Safety Cultural DNA – Deep Development

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# Free Safety Culture Opportunities

## Webinars – FREE Online

Register: [safety-culture-training.com](http://safety-culture-training.com)

## Weekly Safety Topics

Free weekly e-mail newsletter  
(daily 5-minute talks on topic theme)

Sign Up: [safety-culture-training.com](http://safety-culture-training.com)

## Special Offer

Choose Safety DVD



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**EnPro**  
Industries

EnPro Learning System  
Safety-culture-training.com

[info@enprolearning.com](mailto:info@enprolearning.com)

(704) 731-1459

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## Creating and Maintaining a Safety Culture in Your Plant

Kent Pagel, SBCA Legal Council, Pagel Davis & Hill, P.C.

Rick Parrino, General Manager, Plum Building Systems, LLC

Randy Rickels, Safety Coordinator, Shelter Systems Limited

Moderator: Jason Ward, California TrusFrame and SBCA Safety  
Committee Chair

Safety doesn't happen  
by accident.

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## Grow or Improve Your Safety Culture

- Start at the beginning with your new hires
- Ensure everyone is on-board, from the top down
- Make safety one of the legs of your 3-legged stool



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## Job Description Example

Bureau of Labor Statistics (BLS):  
40% of injured workers have been on the job for less than one year

**GILCREST/JEWETT LUMBER COMPANY**  
POSITION DESCRIPTION

JOB TITLE: Stacker/Handler	DIVISION: Plum Building Systems, LLC	REPORTS TO: Steve Baker
----------------------------	--------------------------------------	-------------------------

**ESSENTIAL FUNCTIONS:** Prepare trusses and wall/ceiling units for shipping.

**BASIC RESPONSIBILITIES:**

**Safety – Follow OSHA and Safety programs**

- Keep a safe and clean work area.
- Observe clothing and accessories rules.
  - All employees are to wear work clothes in good condition. No frayed or torn clothes, as they may cause a hazard.
  - All employees must wear work boots in good condition, with good soles.
- Safety glasses and ear protection must be worn in all cutting and saw areas.
- Only authorized personnel may operate forklifts.
- Make sure all emergency stops are working before your shift starts.
- Report all accidents immediately, no matter how minor or severe.
- Lock and tag out all equipment during any electric or pneumatic service and repair.
- Return all tools and equipment to their proper storage place and keep un-used electric cords and hoses unplugged and rolled up.
- Assist in training new employees in safety guidelines as instructed.

**Job Duties –**

- Make sure you know what jobs are being built so you know where you are going to stack them.
- Make sure you mark off every truss on your delivery paperwork as it comes out the front press.
- When loading over new delivery paperwork look for:
  - whether it gets checked or needs rechecked.
  - if there is a stacking order.
  - whether or not the trusses change, and
  - stacking is done in a manner not causing damage to finished product.
- Make sure each stack has a job number on it.
- Make sure every truss is blocked and stamped.
- Watch for cracks and splits in the lumber, bad knots or excessive warps, and gaps between members (just over 1/8" inch overlap at joints).
- Watch for properly embedded plates, missing plates, improperly located plates, and plate direction.
- Perform routine daily maintenance on tools and equipment.
- Keep busy at all times. Think ahead. If you are not stacking or banding, see that maintenance is complete, and keep area clean and organized to improve efficiency.
- Set a good example for all employees:
  - maintain a good attitude.
  - maintain a good attendance record, and
  - implement efficiencies.
- Assist in the training of new employees in quality processes and production techniques.
- Other duties as assigned.

**EDUCATION:** High School Diploma or General Equivalency Degree (GED) preferred.

Rev. 8/10

**SKILL, KNOWLEDGE, AND ABILITIES:**

- Previous experience in building materials industry preferred.
- Ability to do arithmetic.
- Ability to qualify and accurately read a tape measure.
- Ability to communicate effectively with other employees and supervisors, both verbally and in writing.
- Ability to work well with others and maintain a positive attitude.
- Ability to maintain a good attendance record.
- Ability to work at a highly efficient rate, while maintaining safety standards.
- Must be safety conscious and have safe work habits, including safe lifting techniques.

**PHYSICAL DEMANDS:**

- Ability to pass company physical exam and drug screen.
- Ability to stand, walk, lift, and bend for at least 8 hours per day.
- Position classified as very heavy work – exerting in excess of 100 pounds of force occasionally, and/or in excess of 50 pounds of force frequently, and/or in excess of 20 pounds of force constantly (DCT Level 3 preferred, Level 4 acceptable).

**ENVIRONMENTAL AND PHYSICAL WORKING CONDITIONS:**

- Work predominantly outside in varying weather conditions and temperatures.
- May be required to work at a rapid pace for prolonged periods in tiring or uncomfortable positions.
- Work with mechanical equipment on a daily basis.

Received by \_\_\_\_\_ Date \_\_\_\_\_

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## Behavior-based Safety

- Creating a “safety partnership between management and employees”
- A successful program must include ALL employees from CEO to production workers
- Changes in behavior require changes to policy and procedures and that requires buy-in from everyone



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# GILCREST/JEWETT LUMBER COMPANY

## POSITION DESCRIPTION

**JOB TITLE:** Stacker/Bander

**DIVISION:** Plum Building Systems, LLC

**REPORTS TO:** Steve Baker

**ESSENTIAL FUNCTIONS:** Prepare trusses and wall/floor units for shipping.

### **BASIC RESPONSIBILITIES:**

#### **Safety – Follow OSHA and Safety programs**

- Keep a safe and clean work area.
- Observe clothing and accessories rules.
  - All employees are to wear work clothes in good condition. No frayed or torn clothes, as they may cause a hazard.
  - All employees must wear work boots in good condition, with good soles.
  - Safety Glasses and Ear protection must be worn in all cutting and saw areas.
- Only authorized personnel may operate forklifts.
- Make sure all emergency stops are working before your shift starts.
- Report all accidents immediately, no matter how minor or severe.
- Lock and tag out all equipment during any electric or pneumatic service and repair.
- Return all tools and equipment to their proper storage place and keep unused electric cords and hoses unplugged and rolled up.
- Assist in training new employees in safety guidelines as instructed.

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- Must be safety conscious and have safe work habits, including safe lifting techniques.

**PHYSICAL DEMANDS:**

- Ability to pass company physical exam and drug screen.
- Ability to stand, walk, lift, and bend for at least 8 hours per day.
- Position classifies as very heavy work – exerting in excess of 100 pounds of force occasionally, and/or in excess of 50 pounds of force frequently, and/or in excess of 20 pounds of force constantly (PCP Level 5 preferred, Level 4 accepted).

**ENVIRONMENTAL AND PHYSICAL WORKING CONDITIONS:**

- Work predominantly outside in varying weather conditions and temperatures.
- May be required to work at a rapid pace for prolonged periods in tiring or uncomfortable positions.
- Work with mechanical equipment on a daily basis.

Received by \_\_\_\_\_

Date \_\_\_\_\_

## Three-legged Stool

- Production
- Quality
- Safety



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## Improving Your Safety Culture

Pathological	Reactive	Management	Proactive	Positive Safety Culture
Who cares. Just don't get caught.	Safety is important and we do a lot every time there's an accident.	We have a system in place to manage all hazards.	Safety, leadership and value drive continuous improvement.	Safety is the way we do things around here. Everyone is safe every day.



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## Breaking Through Old or Non-existent Safety Culture

- How do you teach old dogs new tricks?
- What happens when a long-time employee resists change?



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## Component Manufacturing Safety

- Procedures & documentation
- Lockout/tagout (LOTO)
- Injury reporting
- Understanding hierarchy of controls



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## Procedures & Documentation

- Decrease injuries
- Eliminate mistakes
- Improve operations
  - Quality
  - Efficiency
- Consistent training
- Reduce training costs



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## What Should You Document? Why?

Maintenance  
Records

Hazard  
Analysis

Emergency/  
Evacuation  
Procedures

Training  
Records

Near Misses

Accidents/  
Investigations

Injuries/  
Illnesses

Everything  
Else

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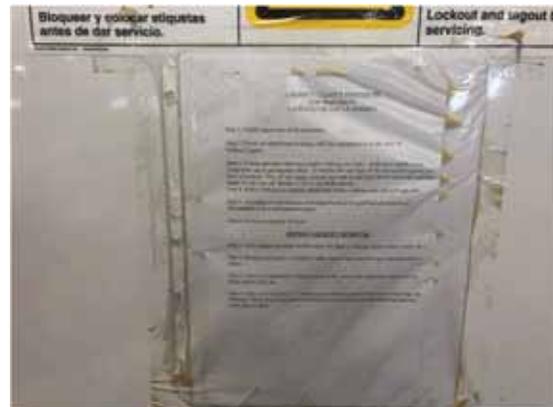
## Lockout/Tagout



- Why it's important
- Making it specific for EACH individual machine
- Samples and examples

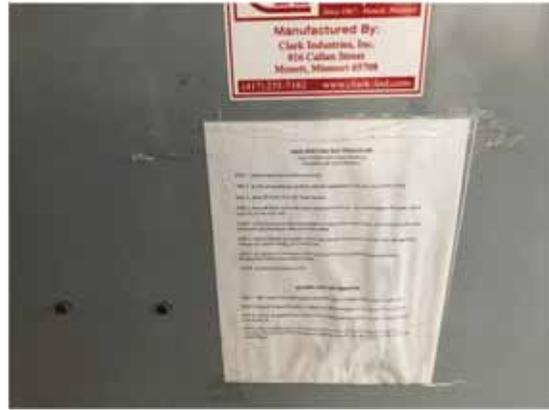
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## LOTO Procedure / Documentation



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## LOTO Procedure / Documentation



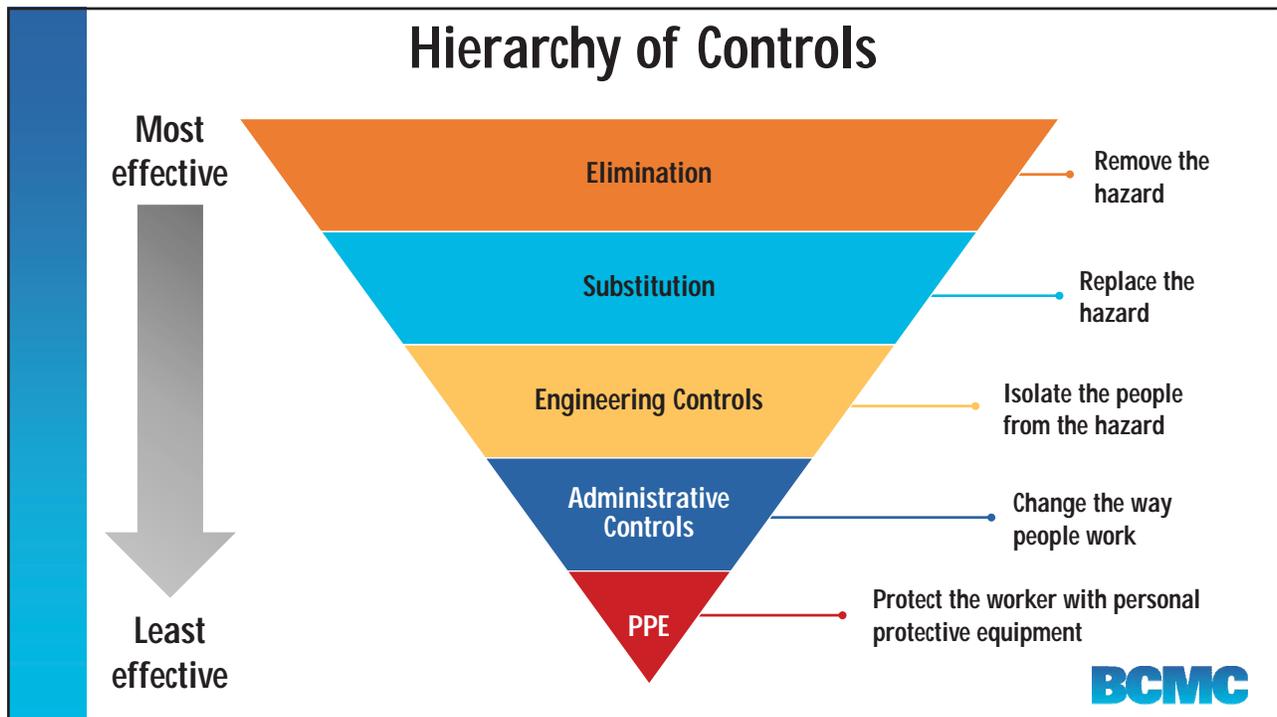
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## Proper Injury Reporting

- What information do you need to relay
- Critical to report within 24 hours
  - On-time reporting means on-time treatment
  - When not treated on-time, can result in more serious injuries
  - Example:
    - Treated cut from a truss plate is simple first aid
    - Untreated cut from a truss plate leads to infected cut, hospital visit, time off and quickly becomes a recordable injury



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## Safety Summit Toolkit

- What's Included:
  - Lockout/Tagout Wallet card
  - LOTO for OmniSaw
  - LOTO Permit
  - Operation Safety Take 5 for OSHA inspections
  - Operation Safety Take 5 on Pneumatic Nail Guns
  - SBCA Safety Committee Contact List
  - Hierarchy of Controls Handout
  - Poster Project Article and Mini Poster
  - Operation Safety 2.0 Job Analysis Form
- Bring it with to the Safety Learning Lab on Thursday!

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## Questions?

- Kent Pagel
  - Email: [kjp@pdhlaw.com](mailto:kjp@pdhlaw.com)
- Rick Parrino
  - Email: [RickP@plumbldg.com](mailto:RickP@plumbldg.com)
- Randy Rickels
  - Email: [Randy.Rickels@sheltersystems.com](mailto:Randy.Rickels@sheltersystems.com)

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## Learning Labs

### Thursday

- 12 pm – Knowing Your People to Keep Your People
- 1:30 pm – **Safety – Bring Your Safety Summit Toolkit**
- 3 pm – Cybersecurity

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Please Fill Out Your Session Evaluation

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# How **BCMC** Contributes to Your Business Success



**B**est practices are shared by industry experts in every educational session.

**C**onversations with peers lead to ideas that transform individual businesses.

**M**eetings with suppliers give insight into opportunities for further innovation.

**C**oming together for one week every October generates ideas and energy that drive the industry forward throughout the year.

2020

KNOXVILLE

# WASTE LESS. BUILD MORE. SELL MORE.

## MATCHPOINT® DIRECTDRIVE™ SYSTEM

### WASTE LESS LABOR, SPACE, LUMBER AND PRODUCTION TIME.

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- A cellular approach to truss manufacturing that takes multiple manually managed processes and coordinates them as a whole
- Utilize software and machinery relationship to stabilize the manufacturing schedule – thus allowing for better planning and less variability
- Pick, cut, and deliver material to a build station with no hands touching the material
- Designed to address labor shortages, complex truss designs, material handling issues, and productivity demands

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