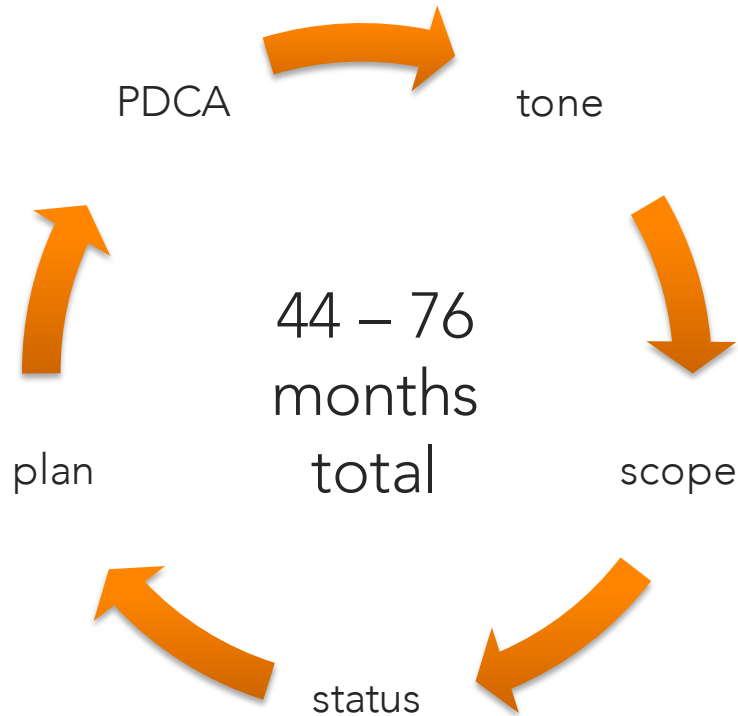


Phase 0: overview



1. TONE – Establish the right tone-at-the-top and appoint an executive sponsor. Follow up with executive communications in ethics policies, etc.. (1-2 months)
2. SCOPE – Define the initiative. Identify key stakeholders. Identify people, processes and technologies (PPT). Socialize and obtain consensus around scope, vision, strategy and RASIC. (1-2 months)
3. STATUS QUO – Observe and document “as is” state of existing PPT in engineering, quality, manufacturing and suppliers. Identify & develop SMTE and partisan network. Obtain consensus around systematic process documentation. (12-18 months)
4. PLAN – Develop plan for cohesive, integrated, harmonized system, incorporating existing PPT where possible. People > Process > Tech. Beginning with test location, identify and train trainers. Cascade training to target facilities. (12-18 months)
5. PDCA – Begin ongoing implementation, audit and kaizen. Continue systematically on rolling basis while still developing new and documenting/improving existing processes. (18-36 months)

Establish Product Safety & Compliance Program

Phase I: Establish tone-at-the-top



1. ENGAGE – Coordinate regularly with the executive sponsor to confirm their commitment and buy in for the program. Identify burning platform (why we need to do this now).
2. INTEGRATE – Identify ways to incorporate the “tone” into foundational documents such as the ethics and supplier policies. This will be useful for training and persuasion.
3. DECLARE – Find opportunities for senior executives to make affirmative statements about the product safety initiative in quarterly communications and other intercompany announcements. These are low cost, low risk opportunities to boost the chance of success.
4. SUPPORT – Obtain ongoing support from the executive sponsor in the form of resource allocation and in overcoming resistance and obstacles.
5. CELEBRATE – Engage executive management to help celebrate milestones reached, obstacles overcome, targets hit, problems solved. Big financial rewards are not necessary, simply recognizing effort/achievement and conferring an award goes a long way.

Establish Product Safety & Compliance Program

Phase II: Determine scope



1. SCOPE – Define scope of product safety initiative (e.g., regions, business lines, regulatory compliance, customer requirements, “Due care” requirements, etc.)
2. STAKEHOLDERS – Identify key stakeholders for product safety initiative. Finance, shareholders, end users, marketing, customer service, corporate communications, government services, engineering, quality, manufacturing, customers, vendors and legal, etc.
3. SOCIALIZE – Coordinate with stakeholders about key aspects of scope and RASIC. Obtain buy in as early as possible. Categorize regulatory compliance requirements, customer requirements and “due care” requirements.
4. REVISE – Revise definitions, stakeholders and scope/RASIC as necessary.
5. CONFIRM – Finalize and confirm scope, stakeholders and RASIC. Feedback loop with executive sponsor and other key stakeholders (SMTE, Quality, engineering, manufacturing).

Establish Product Safety & Compliance Program

Phase III: Document “as is” state



1. IDENTIFY – Look for existing people, processes and technologies (PPT) relevant to the product safety initiative.
2. PEOPLE – Identify subject matter technical experts (SMTE) and product safety partisans. Establish network of same across division (enterprise) and regions. Coordinate with SMTE and partisan managers about time commitments and cross-charging, etc.
3. PROCESS – Observe, document and organize existing and potentially relevant processes from bottom up. Work with people with actual knowledge.
4. TECH – Identify existing technologies that may (or may not) already be used for quality purposes (e.g., requirements, audits, lessons learned, etc.) and consider applying them to product safety,
5. DOCUMENT – Select and socialize a consistent methodology to document existing (flow charts, etc.) processes/technologies. Consistency facilitates apples-to-apples evaluations, harmonization, training, employee mobility, audit and branding.

Establish Product Safety & Compliance Program

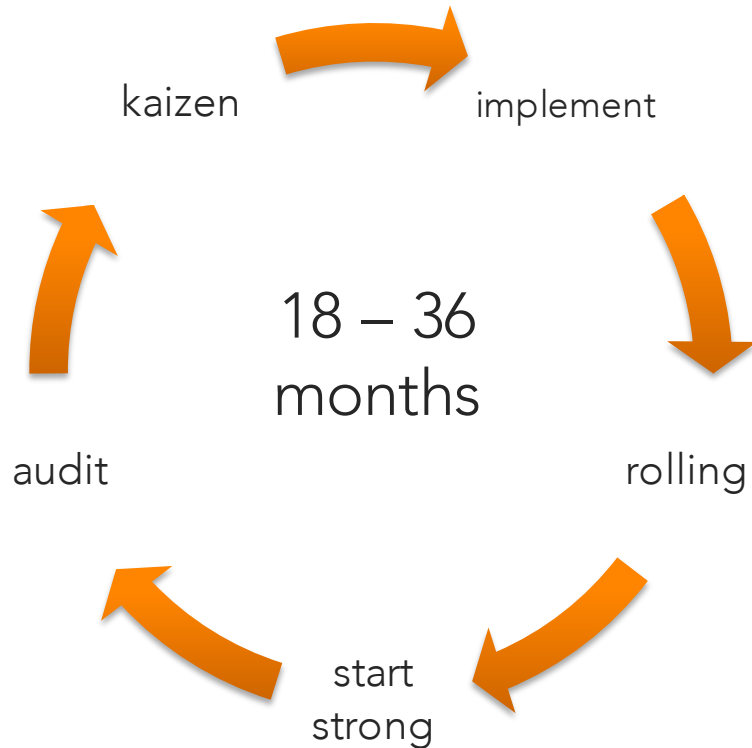
Phase IV: Plan “desired” state



1. DEVELOP – Build out global plan for product safety & integrity initiative, coordinating with Quality (and utilizing existing PPT where possible) to move from current to desired state.
2. SOCIALIZE – Combine early introductions with ongoing updates to assure solid buy in from key stakeholders.
3. PREPARE – Based on Pareto analysis, identify the initial target region/business for program rollout. Prepare training materials.
4. TRAIN – Select trainers from SMTEs and partisans identified in Phase IV(2). Wanted: passion, aptitude, peer reputation, integrity and people skills. Develop network and involved in translating training materials as necessary.
5. CASCADE – The trainers begin cascading out the training with the target group. Make sure employees are given the necessary time to participate. Some ongoing training can be self administered (webinars, etc.). But at the outset, face-to-face is best.

Establish Product Safety & Compliance Program

Phase V: Implement & Audit



1. IMPLEMENT – Stakeholders need to be informed that the plan is going to be implemented and what is expected of them.
2. ROLLING – During planning, it is important to identify the most critical items, regions and businesses. Rolling implementation will get process where it needs to be first, avoid overload and allow for modification as necessary.
3. START STRONG – It is important to get systems in place where the need is greatest, but it is also important for the overall success of the program to begin implementation in a business or region where we anticipate high acceptance and compliance.
4. AUDIT – As with the underlying processes, the audit process should be rolled out on a rolling basis because the audit results from early programs may drive changes.
5. KAIZEN – Like training, this is never done. We want to build this mentality into the training and processes themselves so that people learn to propose improvements where appropriate.

Establish Product Safety & Compliance Program