FEBRUARY 2017

ADVANCED ADHESIVES REPORT
Your Corrugating Newsletter from HarperLove

TRAINING NEW EMPLOYEES

By Burt Reiter

Almost everyone these days is aware that hiring workers has changed dramatically. Many plants go through people like water through a strainer. I wonder how much of that turnover is attributable to a lack of training. I'm sure that most would agree that when you get a new hire, you just put him on the machine somewhere to help you keep running.

Today in most plants, when a new hire gets to the corrugator, he or she has 45 days to impress us enough to get to the 46th day. As supervisors, we are looking for the following qualities in new employee: punctuality, aptitude, common sense, the ability to work well with others, and possible leadership abilities. There's more, but you get the point. What we may not realize is that during these first 45 days, little focus is being placed on training this new hire, mainly because supervisors don't want to waste their time training someone who might not be with them long term. This approach may be contributing to the employee's downfall, resulting in an exit before the 45 days are up.

Back in the day a new hire would be put to work on the stacker to wear them out. If they lasted the day, they might have a chance. Back then, most of them made it through that trial-by-fire and some of them are the ones reading this article. As stated before, today's work force is not the same. These days, during a particularly difficult first day, many new hires will take their first break and never come back to work.

The wrong way to start a new hire is to place them just anywhere on the machine to help. They will spend their days picking board off the floor, restacking sheets and filling in for other crew members who are taking breaks without a clue on how to do that job. Sometimes they are also given friendly hazing tasks such as hunting for a bucket of steam or looking for the board stretcher. Before you know it, 25 days of the trial period have passed and you have no clue about

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whether you have an employee you want to keep.

A better way to train a new employee would be to assign them to a qualified single-facer operator and ask the operator to help train the new hire by having them help with all aspects of that job—a mini apprenticeship of sorts. Then allow the new employee to remain there for two weeks while the supervisor watches and evaluates. At the end of each day, both the operator and the apprentice should share their views of how the day went and adjust accordingly to make improvements going forward. After those two weeks, move the new hire to the double-backer for an additional two weeks and repeat the process.

Eventually the new employee should rotate to the control room for one week and then to the stackers for one week. There is a lot to learn in the control room and it can be somewhat overwhelming, so an overview of the basics is adequate to start. Operating the stacker is fairly simple, so most people will learn the general tasks quickly.

This rotation would require a total of six weeks. If your plant has a 60-day probationary or training period, adjust the training schedule so the new hire will be able to spend time in other areas such as roll stock storage and adhesive preparation. At the end of the training period you will know if this new hire has the ability and attitude to move on and become part of the crew. Additionally, you will have a better idea if he or she is better suited for the dry end or the wet end of the corrugator. Keep in mind that after all this training, the new hire could decide to never return to the plant. With quality hands-on training, the odds of them joining the plant and becoming a valuable member of the crew are much better.

BILL GERARD

Bill joined HarperLove in 1985 and celebrated his 32nd anniversary with the company on January 7. His leadership has been integral to the growth and success of HarperLove from the early stages of the company, and he has built a strong team and a great platform for success in the northern regions.

Bill has dedicated his career to taking care of HarperLove's customers and helping create the family culture we enjoy today.

As a manager he embraced each person's unique skill set and encouraged individualism in the management of responsibilities while promoting personal growth.

As a mentor he demonstrated how to be calm yet assertive in difficult situations. He has always been available to guide and listen when difficult issues surfaced, both professional and personal.

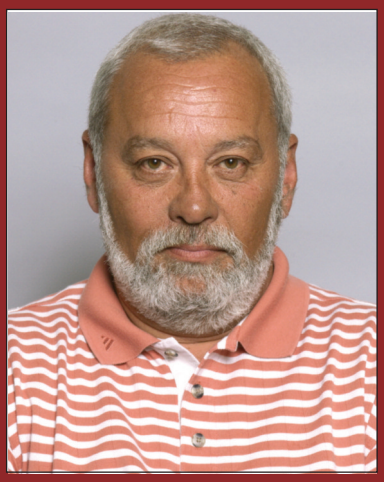
In short Bill has demonstrated leadership while befriending all along the way. He has helped make HarperLove a special place to work. We will miss Bill's leadership, perspective, and counsel.

Thank you, Bill!

FRED REKOLA

It is with mixed emotions that we announce Fred Rekola's upcoming retirement. Fred joined HarperLove in 1987 and will have been with the company 30 years on March 23. Fred helped develop HarperLove's presence in Texas and beyond while also contributing several TAPPI articles along the way.

Fred will be retiring on March 31, 2017. We wish Fred and Pegge a wonderful retirement and much joy. Thank you, Fred!



THE BENEFITS OF ONGOING TRAINING

By Rex Woodville-Price

For someone who has never experienced a corrugator, the first time standing next to one can be overwhelming. Corrugators are loud, hot and surprisingly big, so big in fact that on most corrugators you can't even see the single-facers from the stacker. Imagine what a new employee must think at this first encounter: "This thing is so complex, how am I ever going to learn to operate it?" As the opening article indicates, mentoring by a veteran operator is very beneficial.

Once a person has spent some time on a job and learned its basics, they can benefit from more in-depth training. When they started, they learned that they had to keep the paper at certain temperatures to produce good board. After some practice, they will have experienced what happens when they deviate from the recommended norms. They are then ready to learn why that specific temperature is important and to understand the physics behind it. For example, water boils at 212°F, and if you heat paper past that temperature you will drive off all its water.

Advanced training furthers employees' understanding of the corrugating process and fosters confidence which improves their capability to quickly troubleshoot and resolve problems.

Advanced training will also help avoid what I call superstitious behaviors: attributing a false cause or reason to an effect. For instance, running doublewall with a very high temperature on the B-Flute liner "because otherwise it won't stick." The real reason it won't bond is likely because the C-Flute web tips are too cold and the operator is compensating with too much heat on the B-flute liner.

As part of HarperLove's service we conduct extensive training of plant personnel. On-site training is targeted at the plant's specific problems and customized to the relevant circumstances of that particular operation. Customized training helps plant personnel continue to develop knowledge which they can apply on their job and improve the plant's performance.

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LiquiBor™ - Powdered Borax Replacement

PROVIDING A CLEANER AND SAFER WORK ENVIRONMENT.

LiquiBor™ is a liquid replacement for powdered borax, providing all the performance benefits of traditional powdered borax while completely eliminating the health and safety risks of employee exposure to airborne borax dust.

With increasing health and safety concerns associated with powdered borax and regulation of employee exposure to borax in some markets, corrugated packaging manufacturers are facing potential restrictions of a critical ingredient. Our powdered borax replacement product comes in liquid form and meets this challenge by providing a direct substitute for powdered borax in the adhesive formula.

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