



Defining a Culture of  
**Safety Commitment**  
How Consolidated Container Company  
Exceeded Industry Standards in a Period of Rapid Growth

Case Study



## Situation

Based in Atlanta, Consolidated Container Altium Packaging Company (CCAPC) is a top manufacturer of packaging supplies and an industry leader in recycled post-consumer resin production, lightweight packaging design, and innovative manufacturing technology.

One of the world's first producers of 100% recycled plastic bottles, CCAPC prides itself on exceeding industry standards in the development and manufacture of its products. It also holds the same level of commitment to safety. Its 59 sites and 2,400 employees have maintained year-to-year incident rates far below the industry average. But after a period of rapid growth that saw the company acquire 20 companies in a 15-year span, leaders knew being better than average at safety wasn't good enough. They needed a way to integrate systems across all sites and ensure a unified approach to safety activities.

"We never really had one common culture," explains Jeff Brubaker, SVP of the Operations Services Group at CCAPC. "I was very interested in going from being just better than average to being world class. Culture was the key to making this change."

## Solution

In 2014, CCAPC reached out to DEKRA for help with identifying opportunities for improving its safety performance and culture. Through plant assessments and employee interviews, leaders discovered some surprising details about their management and execution of safety activities—including organizational practices that were unintentionally contributing to risk.

"We were not doing a really good job of onboarding or providing continuing education for people, especially in the skilled areas," says Brubaker. "We saw high injuries in people in their first six months to a year on the job and then, on

the other end of our spectrum, people with 10 years or greater of service at the company, were having injuries. These were experienced workers who had become complacent."

The problem, in large part, was that employees weren't clear on management's value for safety, and leadership at the frontlines was not aligned with CCAPC's safety vision. "We had some plants where maybe safety notices were put on the breakroom bulletin board, but the manager on site didn't really support them on a daily, hourly basis."

CCAPC implemented an organization-wide safety process that focused on expanding safe work behaviors, educating workgroups on exposure management practices, and developing leadership capabilities to support performance and advance the safety culture. An employee-led observation process was at the heart of the initiative, with workers committed to two peer-to-peer safety contacts per week.

Executive management was critical to the change process. Senior leaders sponsored steering committees and process-leadership teams targeting key improvement areas. For each of the company's sites, they defined action plans to develop safety leadership talent, manage exposures with serious injury or fatality potential, and address often-overlooked

exposures, like worker fatigue.

"We have a pretty lean workforce and we run a lot of overtime," Brubaker says. "But I was surprised at how many of our people were actually working more than five days in a row, more than 60 hours in a week. And there's some pretty good research that DEKRA shared with us that says [that kind of work schedule] increases risk factors."

CCAPC implemented a tracking tool to combat worker fatigue. Now, they generate a weekly report that flags plants exceeding scheduling goals and identifies employees

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## At a Glance:

- The Consolidated Container Altium Packaging Company (CCAPC) is an Atlanta-based company that manufactures rigid plastic containers
- CCAPC employs around 2400 people at 59 total sites in the US and Canada
- It is the leading US supplier of high-density polyethylene (HDPE) plastic bottle packaging to several end markets including the food and beverage, household chemical, and auto chemical industries.
- Founded in the early 2000s, CCAPC was purchased in 2012 and is currently owned by the investment firm of Bain Capital.



working overtime hours or too many consecutive days. Leading indicator data of this nature is instrumental to safety improvement because it provides leaders the means to get ahead of injuries, track individual activities that may heighten risk, and monitor exposure and hazard-removal activities. Brubaker adds, “DEKRA has taught us some new things—tools and techniques—and how you can check in with [people working long hours] and reduce the risk.”

## Results

CCAPC leadership believes the implementation has had a real change on the trajectory of their safety performance. “It’s much more than just check the box, go

do a few things to get a quick result that will fade and not be sustainable,” Brubaker says. “It’s really about making sustainable difference and bringing superior results by getting at the root of what’s causing the safety issues.”

Since beginning the change process, CCAPC has seen a 55%+ improvement in injury rate and 75%+ improvement in lost and restricted days. To date, employees have conducted over 1,000 formal observations. One plant site has gone beyond the two-per-week standard and has committed to completing individual observations every day, even if no one documents them.

Moving forward, CCAPC plans to expand safety training for mid-level leaders and executive management. “We want to make sure that we consistently send a strong message from up top about safety excellence,” stresses Brubaker, “because our senior leadership team is 100% committed to giving that value to our employees.”

Ready to measure what matters and transform your culture?



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