

FLA Audit Profile	
Country	United States
Factory name	2208229EV
IE Monitor	Accordia Global Compliance Group
Date(s) in facility	July 12-13, 2006
PC(s)	Jostens, Inc.
Number of workers	161
Product(s)	Graduation Gowns, Tassels, Tams
Production Processes	Cutting, Sewing, Embroidery, Screen Printing, Tam Manufacture, Dry Cleaning

FLA 2010 IEV	
Country	United States
Factory name	2208229EV
IE Monitor	Accordia Global Compliance Group
Date(s) in facility	October 19, 2010

FLA Code/Compliance Issue	Country/Legal Reference	FLA Benchmark	IEM Findings					Remediation			Documentation	[Status] Completed, Pending, Ongoing	Third Party Verification		Company Verification Follow Up			
			Noncompliance	Risk of Noncompliance	Evidence of Noncompliance (Uncorroborated)	If Not Corroborated, Explain Why	Sources, Documentation Used for Corroborating	Notable Features	PC Remediation Plan	Target Completion Date			Company Follow Up (Due Date of Follow Up)	Third Party Verification (October 19, 2010)	Sources, Documentation Used for Corroborating	Company Follow Up (November 11, 2010)	Documentation	
1. Code Awareness Worker/Management Awareness of Code		FLA Principle of Monitoring, Obligation of Companies: Ensure that all Company factories, as well as contractors and suppliers, inform their employees about the workplace standards orally and through the posting of standards in a prominent place in the local languages spoken by employees and managers) and undertake other efforts to educate employees about the standards on a regular basis.	[Manager and workers] of Jostens' third-party staffing agency did not have awareness of the Jostens' Code.				[Manager and workers interviewed] of Jostens' third-party staffing agency			[Factory] now has an introduction to the Code of Conduct in every orientation done for all new hires from the staffing agency. All employees and contractors will have a signed copy of the Code in their personnel file.			Completed 9-31-2006	Completed Facility has changed third-party agencies two times since IEM. Company is transitioning to 3rd third-party temporary agency. [Agency name]. Four workers moved from second agency. [Agency name] to 2nd [Agency name] move was initiated three weeks prior to this IEV. Company is working through transition, and concern with Code awareness for agency workers has been addressed. Company has prepared an induction training consisting of a PowerPoint presentation for temporary workers, along with handout copies of Jostens' Code. There is a sign-off sheet workers sign after training occurs, acknowledging receipt of a copy of Code and their participation in training.	PowerPoint presentation on training for new hires. Jostens Workplace Code of Conduct Acknowledgment Form for [Agency name] Employees Management interview with HR Manager and Generalist			
2. Forced Labor There will not be any use of forced labor, whether in the form of prison labor, indentured labor, bonded labor or otherwise.																		
Employment Records		Employers will maintain sufficient hiring and employment records to demonstrate and verify compliance with this Code provision.	A small number of personnel files did not contain job applications in accordance with Code expectations to maintain sufficient hiring and employment records under the Forced Labor element.				Document review of personnel files			Job applications completed and copies included in each file.			Completed 8-14-2006	Ongoing	Personnel files of 10 Josten workers. Management interview	HR Department has reviewed all employee files. When applications were not present in the file, applications are currently being completed by the employee and placed in the personnel file. Estimated completion date December 1, 2010. Our policy within Jostens is to have employees who transfer from temporary service to Jostens permanent employment complete a Jostens application. This will be "standard practice" going forward.		
3. Child Labor No person will be employed at an age younger than 15 (or 14 where the law of the country of manufacture allows) or younger than the age for completing compulsory education in the country of manufacture where such age is higher than 15.																		
Age Documentation		Employers will maintain proof of age documentation for all workers, such as a birth certificate, which verifies date of birth.	A small number of personnel files did not contain proof of age in accordance with Code expectations to maintain proof of age.				Document review of personnel files			All new hires must now have proof of ID, which contains their birthday; a copy is kept in their employee file.			Completed and implemented as of 8-31-2006	Completed Company has changed temp agencies since the IEM in 2006. They moved from [Agency name] to [Agency name] and are now moving to [Agency name]. Monitor reviewed a sample of 5 temporary worker agency records for [Agency name] and 5 from [Agency name], including I-9 Verification of Employment Eligibility from [Agency name] temp agency. Review was made of the E-Verify report, which includes the age of worker and their employment start date. E-Verify is a US Government program that electronically reports a worker's hire and includes date of birth and date of hire information. Review found that agencies [Agency name] and [Agency name] are obtaining age documentation and maintaining it in their employee files, as well as for use in the E-Verify program.	I-9 Employment Eligibility Verification and E-Verify reports submitted by [Agency name] and [Agency name] for sample of 5 and 4 workers, respectively.			
4. Harassment or Abuse Every employee will be treated with respect and dignity. No employee will be subject to any physical, sexual, psychological or verbal harassment or abuse.																		
Progressive Discipline		Employers will utilize progressive discipline, e.g., escalating discipline, using steps such as verbal warning, written warning, suspension, termination. Any exceptions to this rule, e.g., immediate termination for theft or assault, shall be in writing and clearly communicated to workers.	Certain workers that were interviewed did not have a clear understanding of factory rules, for which infractions are subject to disciplinary actions. Monitor did not find documented rules that establish expectations of the workers. Communication to workers related to discipline (contained in handbook) indicates that the company may take disciplinary action when it believes an employee's performance is unsatisfactory or has not adhered to company standards or has violated a policy. Company will apply the discipline that it considers appropriate under all of the facts and circumstances in each case, up to and including immediate termination without prior corrective action or notice. Statement is not meeting the intent of the FLA code, where clear definitions and expectations for discipline in a progressive manner are applied.				Worker interviews and management interviews			Plant rules will be discussed in annual training sessions, including possible disciplinary actions. Our progressive disciplinary policy will be added to the yearly employee training.			Completed 9-7-2006	Completed Monitor reviewed Employee Handbook (for all Josten employees) and supporting stand-alone policy "Corrective Action" (applicable to all workers temporary and permanent) with corrective action forms to record the violation. Monitor found Jostens workers sign off on receiving handbook, which contains a detailed description of policy and corrective actions. Temporary agency workers are also informed of the disciplinary action policy of 3rd party temporary agency. Monitor reviewed documents presented by [Agency name], which include details of their progressive disciplinary system and the document used to record disciplinary action taken against a temporary worker. [Agency name] disciplinary program is not identical to Jostens, but is progressive in nature. Documented disciplinary program provided to monitor for review. Program states a [Agency name] associate will generally be notified when performance issue is first identified. If this notification does not result in corrective behavior, [Agency name] representative will typically meet with associate to review issue. Failure to correct behavior will result in further disciplinary action and possible discharge. If satisfactory performance and corrective behavior are not achieved, [Agency name] representative will meet with associate again to review situation, terminate assignment, and/or terminate employment with [Agency name], whichever is applicable to situation. [Agency name] may, but shall not be obligated to, counsel or warn an associate prior to termination.	Jostens Corrective Action Policy, [Agency name] Disciplinary Process, 5 employee files containing records of disciplinary actions showing progression (1 termination)			
5. Nondiscrimination No person will be subject to any discrimination in employment, including hiring, salary, benefits, advancement, discipline, termination or retirement, on the basis of gender, race, religion, age, disability, sexual orientation, nationality, political opinion, or social or ethnic origin.																		
6. Health and Safety Employers will provide a safe and healthy working environment to prevent accidents and injury to health arising out of, linked with, or occurring in the course of work or as a result of the operation of employer facilities.																		
Fire Safety, Health and Safety/Legal Compliance	29CFR 1910.303(g) Working space about electric equipment. Sufficient access and working space shall be provided and maintained about all electric equipment to permit ready and safe operation and maintenance of such equipment.	Employer will comply with applicable health and safety laws and regulations. In any case where laws and code of conduct are contradictory, the higher standards will apply. The factory will possess all legally required permits.	Inspection of Distribution Center found access to electrical panels blocked by equipment (fork trucks) and wooden pallets.							Plant will demarcate restricted area with utility tape. Training is conducted in a classroom setting once per year. Inspectors of marked areas are performed quarterly. All Utility hires are trained specifically on how to avoid this situation.			Completed 8-31-2006	Completed Company had discontinued use of warehouse/distribution center that was part of IEM in 2006.	Management Interview with Plant Manager and discussion with Distribution Manager.			
Document Maintenance/Accessibility	CHAPTER 14, TITLE 41, (State name) BOILER SAFETY ACT	All documents required to be available to workers and management by applicable laws (policies, MSDS, etc.) shall be made available in the prescribed manner and in the local language or language spoken by majority of the workers if different from the local language.	Inspection report found to indicate that boiler is out of inspection date in accordance with provisions in (State name) law (Act to Regulate Boiler Safety). Inspection was made in August 2005 and should be valid for a period of one year. May be apparently a mistake on the inspection report. Reinspection to be made in August 2006.				Inspection of facility, Management Interview			Requested inspection by state.			Completed 8-22-2006	Completed Monitor inspected area where boiler is located. There were annual inspection reports found subsequent to 2006 IEM. Most recent record of inspection shows that boiler was inspected in February 2010 and is current until February 2011.	Inspection report issued by FM Global - Boiler Fire Pressured Vessel Report of Inspection, dated February 15, 2010 with expiration date of February 15, 2011.			
Evacuation Procedure	29CFR 1910.38 Emergency Action Plans - Establishment of an emergency action plan, including procedures for emergency evacuation, type of evacuation, exit route assignments and training of employees in a safe and orderly evacuation.	All applicable legally required or recommended elements of safe evacuation (posting of evacuation plans, unobstructed aisles/exits, employee education, evacuation procedures, etc.) shall be complied with and workers shall be trained in proper safety, first aid and evacuation procedures.	No Emergency Action Plan found at the Distribution Center that complies with the requirements under OSHA. Fire drills not conducted.				Management Interview, Employee Interview			Create evacuation plans for the Distribution Center.			Completed 8-22-2006 (fire drills) and 8-31-2006	Completed Company had discontinued use of warehouse/distribution center that was part of IEM in 2006.	Management Interview with Plant Manager and discussion with Distribution Manager.			
	29CFR 1910.38 Emergency Action Plans - Establishment of an emergency action plan, including procedures for emergency evacuation, type of evacuation, exit route assignments and training of employees in a safe and orderly evacuation.		Evacuation Plan not posted in clear view of workers. Plan not found throughout facility to sufficiently cover all departments and areas.				Inspection of facility			Create evacuation plans for the Distribution Center.			Completed 8-31-2006	Completed Company had discontinued use of warehouse/distribution center that was part of IEM in 2006.	Management Interview with Plant Manager and discussion with Distribution Manager.			
	29CFR 1910.37(b)(4) Egress. If the direction of travel to the exit or exit discharge is not immediately apparent, signs must be posted along the exit access indicating the direction of travel to the nearest exit and exit discharge.		Factory workers unaware/unclear of path of travel for evacuation in the event of an emergency.	Warehouse workers in dim lighting conditions and questionable emergency lighting may not be able to evacuate safely from warehouse without demarcation of exit path.			Worker interviews, Inspection of facility			Verify and correct any insufficient lighting.			Completed 8-31-2006	Completed Emergency lighting corrected. In process of adding additional light to current fixtures. Reading average 30 FC overall and 40 FC at workstations. Plant superintendent has placed repair order to fix non-working emergency light. Additionally, new lights and fixtures found installed in warehouse area where workers are stationed in "picking area" and where dim lighting conditions were observed in original IEM. Quantity of light has increased to allow adequate lighted pathways in this area.	Visual observation of the workplace and testing of a sample of 14 emergency lights (approximately 25 total in the plant)			
	29CFR 1910.37(b)(5) Each doorway or passage along an exit access that could be mistaken for an exit must be marked "Not an Exit" or similar designation, or be identified by a sign indicating its actual use (e.g., closed).		Inspection of Distribution Center found door located within demarcation wall that could be mistaken as an exit door. Should be signed as "Not an Exit."				Inspection of Facility			Update all exits as to if exit or not by posting signage.			Completed 8-31-2006	Completed Company had discontinued use of warehouse/distribution center that was part of IEM in 2006.	Management Interview with Plant Manager and discussion with Distribution Manager.			
Safety Equipment	29CFR 1910.37 (b)(1) Each exit route must be adequately lighted so that an employee with normal vision can see along the exit route.	All safety and medical equipment (fire fighting equipment, first aid kits, etc.) shall be in place, maintained as prescribed and accessible to the employees.	4 of 18 emergency lighting fixtures found inoperable in factory. Emergency lighting in dock area (next to machine shop) needed as door designated as emergency exit - no EL found in area.	Emergency lighting in Distribution Center has not been tested to determine operability of system since occupancy in May 2006.			Inspection of Facility			Purchase lights.			Completed 9/15/06	Completed Monitor inspected 14 emergency lights and found 13 to be in good operating condition. Was an emergency light installed over exit door next to machine shop, where was none seen during 2006 IEM. Monitor tested this emergency light and found it to be in good working order.	Management Interview with Plant Manager and discussion with Distribution Manager.			
	29CFR 1910.151(c) Where the eyes or body of any person may be exposed to injurious corrosive materials, suitable facilities for quick drenching or flushing of the eyes and body shall be provided within the work area for immediate emergency use.		A) Eye wash bottle at gown area found opened - unsterile. B) Eye wash system at dock area found inoperable. C) Eye wash systems found in dry cleaning area and dock area found in unhygienic condition.				Inspection of Facility			Replace any open or unsterile eye wash bottles and ensure that all eye wash stations are operating correctly and are in hygienic condition.			Completed 9-31-2006	Completed Monitor inspected all areas mentioned in IEM report for working and hygienic conditions of eye wash stations. Three areas included: One area found to have unopened eye wash where previous IEM found opened/sterile bottles. Two other areas in dry cleaning section found to be clean and were tested by monitor. Both found in good working order.	Visual observation and testing of three eye wash stations in and around the dry cleaning area.			

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PPE		Workers shall wear appropriate protective equipment (gloves, eye protection, hearing protection, respiratory protection, etc.) to prevent unsafe exposure (inhalation or contact with solvent vapors, noise, dust, etc.) to hazardous elements, including medical waste.																	
Chemical Management	1910.106(d)(3)(vi)(a) Metal cabinets constructed in the following manner shall be deemed to be in compliance. The bottom, top, door and sides of cabinet shall be at least #18 gage sheet iron and double walled with 1.5" air space. Joints shall be riveted, welded or made tight by some equally effective means. The door shall be provided with a 3-point lock and the door sill shall be raised at least 2" above the bottom of the cabinet.	All chemicals and hazardous substances should be properly labeled and stored in accordance with applicable laws. Workers should receive training, appropriate to their job responsibilities, in the safe use of chemicals and other hazardous substances.	Flammable materials including pressurized cans of spray paints, thinner and solvents found stored in metal "office type" supply cabinet in maintenance shop.					Inspection of Maintenance shop		Install cabinet rated to hold flammable materials.	8/31/2006			New cabinet installed for flammables. Documentation on file, available upon request.	Completed 8-31-2006	Ongoing	Monitor inspected maintenance department for appropriate storage of hazardous and flammable materials. Flammables storage cabinet (rated and compliant to OSHA) was found, but due to its small capacity, cannot adequately hold all containers used in department. Monitor found thinner, glue and flammable aerosol paint cans stored in "office type" supply cabinet. As well, containers found on workbenches (not in current use by any mechanic) that should have been stored in rated cabinet due to their flammable properties.	Visual observation of maintenance department	Flammables were separated from non-flammables in current cabinet as an interim plan. Second flammable cabinet has been ordered and is scheduled to arrive by November 16, 2010.
Ventilation/Electrical/facility maintenance		All ventilation, plumbing, electrical, and lighting services shall be provided and maintained to conform to applicable laws and prevent hazardous conditions to employees in the facility.		Lighting levels at cutting tables, tassel machines 4 and 8, gown-sewing area and "500 line" packing line found to be under 50 FC of illumination (industry standard for industrial lighting). Workers indicated vision fatigue after completion of work shift.				Inspection of workplace (measurements using light meter), interview with workers.		Installation of higher output daylight type bulbs at these workstations.	8/30/2006			Documentation on file, available upon request. Where new lighting has been installed, readings are now at 50 FC.	Completed 10-1-2006	Completed	Monitor inspected facility for lighting. New (additional) fixtures have been installed that add more lighting. Additionally, tassel and cap areas have been relocated to areas more open as compared to previous location. Workers found in areas working on day of EV and did not indicate in interviews that they had any issues with vision fatigue. Five workers were in the area.	Visual inspection of facility during EV; worker interview with two workers in the area	
Machinery Maintenance	29CFR1910.212 (a)(1) One or more methods of machine guarding shall be provided to protect the operator and other employees in the machine area from hazards such as those created by point of operation, ingoing nip points, rotating parts, flying chips and sparks.	All production machinery and equipment shall be maintained, properly guarded, and operated in a safe manner.	Sewing machines observed in operation without proper guards covering upper portion of drive belt and pulley.					Inspection of machinery during operation		Plant to post signage in the sewing area reminding employees to "Do not remove the guards on this machine" and are in the process of replacing the guards.	12/31/2006			Guards were removed by operators to make adjustments to the belt and not replaced. Signs have been posted on each machine to inform operators that guards must be left on. Training has been conducted to inform all operators of the proper guarding methods. Preventative maintenance inspections are conducted to confirm all guards are in place.	Completed 9-1-2006	Completed	Monitor conducted inspection of sewing machines during visit. Machinery in sewing department found to have pulley guards in place on all machines.	Visual inspection of facility during EV	
8. Freedom of Association and Collective Bargaining																			
Employers will recognize and respect the right of employees to freedom of association and collective bargaining.																			
9. Wages and Benefits																			
Employers recognize that wages are essential to meeting employees' basic needs. Employers will pay employees, as a base, at least the minimum wage required by local law or the prevailing industry wage, whichever is higher, and will provide legally mandated benefits.																			
Pay Statement		Employers will provide workers a pay statement each pay period, which will show earned wages, regular and overtime pay, bonuses and all deductions.	Pay stubs not provided to temporary workers as a normal routine as [Agency name] utilizes a "paperless" pay system. Monitor was concerned about this practice, but management of [Agency name] indicated that workers can request a paystub at any time by the following methods: 1) via internet at [Agency name] website; 2) going to [Agency name] office and requesting it in person; 3) telephone call to [Agency name] and 4) requesting copy by fax ([Agency name] provides all temporary workers with access to company fax machines for receipt of pay stub requests). The response time is about 10 to 15 minutes, in any case, for worker to receive document. This practice may be an indicator of risk if worker has no ability to travel to [Agency name] office or access to a computer and printer. There may also be a difficult issue of access to paystub in event where worker has completed their work (during peak season) and moves from the area, but needs to have their paystub. Workers also do not receive a paper paycheck. They have option of 1) direct deposit or 2) receipt of a "debit" type card that can be used at ATM machines. It could not be corroborated if worker using "card" is charged a fee by bank or ATM to access their money.											Completed	Ongoing	Monitor reviewed policy and communication to temporary workers provided by their agency to Jostens. Document indicates that workers can obtain wage statements by requesting them. Workers have options that include online request, telephone request or in-person request. This does not meet the FLA benchmark obligation where it is stated that Companies will provide workers with a wage statement. Intent is that company provides wage slip automatically and worker is not compelled to have to make a request in order to receive it.	[Agency name] (3rd-party agency) brochure and policy statement on provision of wage slips, interview with Jostens' management	At this point, Jostens needs to respectfully disagree. We believe [Agency name] meets benchmark by providing pay statement with required information. There is nothing in benchmark requiring this statement to be provided, initially or at all, in hard copy. Indeed, most benefits and other employer-provided information (as well as information outside of employment context, e.g., federal government's Paperwork Reduction Act) are now provided electronically, with ability to provide hard copies upon request, so [Agency name]'s system is not out of norm, nor does it fail to comply with FLA benchmark. As you note below, the conclusion that hard copy be provided is an interpretation and an assumption, neither of which is supported by the plain language of FLA benchmark itself. In addition to electronic access, [Agency name] takes extra steps to provide access in other ways, including telephone and in-person. In this day and age of direct deposit and other payment methods, obtaining a pay stub by these methods is consistent with best practices and not unduly burdensome on employee.	Also attached are two methods provided by [Agency name] for employees to access their pay stubs, which are covered during New Employee Orientation.
9. Hours of Work																			
Except in extraordinary business circumstances, employees will (i) not be required to work more than the lesser of (a) 40 hours per week and 12 hours overtime or (b) the limits on regular and overtime hours allowed by the law of the country of manufacture or, where the laws of such country will not limit the hours of work, the regular work week in such country plus 12 hours overtime; and (ii) be entitled to at least one day off in every seven day period.																			
10. Overtime Compensation																			
In addition to their compensation for regular hours of work, employees will be compensated for overtime hours at such premium rate as is legally required in the country of manufacture or, in those countries where such laws will not exist, at a rate at least equal to their regular hourly compensation rate.																			
Miscellaneous																			