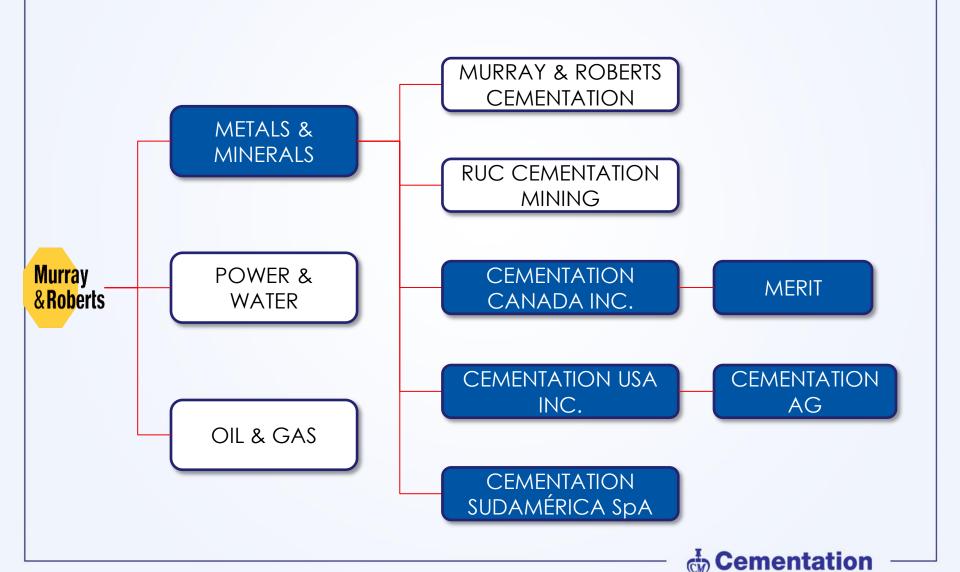
Developing a 5 Year Strategic Safety Plan

Steve Wrixon
General Manager Health and Safety
Cementation Canada Inc.
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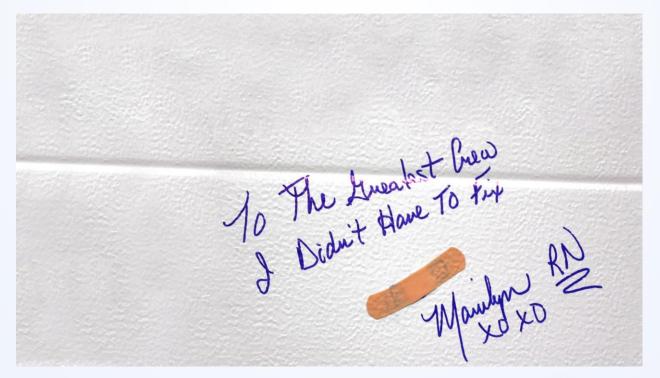


About Cementation



MISSION

To earn the distinction of being the mining contractor of choice of both Clients and Employees through excellence in safety, performance beyond all expectations, and building of long term relationships based on a "best for project" philosophy.





Background

- Companies make strategic plans for their business units, but do they do it for safety?
- Safety is a fundamental component of the work we conduct at Cementation
- Need to assess and improve culture and systems if better results are expected
 - Internal audit scores were high and culture was strong
 - But injury frequencies had plateaued
- All organizations want fewer injuries and make efforts towards achieving that goal. Would formalizing a long term plan help reach those goals and gain consistency?



Development

- Lead by senior operations and safety personnel
- Timeframe was to spend one year examining existing programs, opportunities for improvement and a plan for implementation

Review broke into three components of Safety Management

System

Prevention

Incident Investigations

Injury Management

 Review and approval from Operations Executives





Challenges in Development

- Limited amount of resources
 - Everyone still maintains their regular day job
- Coordination of different departments
 - Operations, safety, engineering, facilities
- Limited understanding or experiences in strategic planning
- Different approaches to managing health and safety
 - Jurisdictions across Canada have various legislative requirements
- Remote work sites and rotational projects



Assessing Safety Culture





Bench Marking and Goal Setting

Minerals Industry Risk Management (MIRM) Maturity Chart

- No care culture
 - Apathy/resistance
 Near misses not
 - consideredNegligence
 - Dishonesty
- Hiding of incidents
- No or little training
- Poor or no communication

- Blame culture
 - Accept need to care
 Some near miss
 - reporting
 - Some window dressing e.g. pre-inspection cleanups and light duty
- Disciplinary action
 Minimum / inconsistent
 training
- Some communication on a need to know basis

- Compliance culture
 - Some participation
- Near miss discussions
- Acceptable training/awareness
- Established and good communication channels
- Regular people involvement and focus

Prevent incidents before

they occur

Compliant

- Ownership culture
 - Involvement at all levels
 Near miss involvement
- High level of training/awareness
- Communication at a high level hiding nothing

Improve the

systems

Proactive

Way of life

- Comes natural
- Personal involvement by all to prevent incidents
- Complete understanding
- All informed at all times about everything

Way we do business

Resilient

Accept that incidents happen

Vulnerable

- Reactive approach
- No systems
- No risk assessment
- Legal non compliance
 Accept equipment /
- process decay
 Superficial incident
- investigation
- Poor investigation
- No monitoring/audits
- Permit non-compliance
- Potential illegal practices

Prevent a similar incident

Reactive

- Administrator driven
- Loose systems, elements of a HS Management System
- Re-active risk assessment
- Minimum legal compliance
- Apply PPE as a way of eliminating exposure
- Incident investigation but limited analysis
 - Focus on what happened
 - No systems focus
 - Human fault focus
- Ad hoc monitoring/
- audits
- No occupational hygiene or health initiatives
- Reactive medical monitoring
- Monitoring as per regulations

- OH&S Coord, driven
- OH&S stds system and ISO 9002 or equivalent
- Risk assessment through existing systems
- Total legal compliance
- Strictly enforce the use of PPE where required (knowing risk)
- Causal incident analysis based on event potential
- Info sharing from events
- Planned occupational hygiene / environmental monitoring
- Periodical medical examinations
- Planned
- monitoring/audits
- Safety meetings & talks
- Some task observations

- Line driven systems improvement
- ISO 14001 and OHSAS 18000 or equivalent
- Pro-active formal risk assmt
- Beyond legal compliance
- Seek to actively engineer out process/equipment inadequacies
- Incident learnings shared with all levels
- Well designed plans/procedures
- Focus on adhering to site plans and procedures
- Integrated audits
- Peer evaluation and discussion

- Individually internalised
 Integrated management
- systems
 Risk assessment integrated into all systems
- Self regulating style
- Eliminate problems before they occur
- All threats considered in decision-making
- Systems enhancement through external evaluation / auditing

Collaboration

RioTinto





GLENCORE ONTARIO





DE BEERS
GROUP OF COMPANIES







What Did We Examine?

- Climate Assessment
- Job Observations
- Management Inspections
- Annual Program Audits
- Mental Health First Aid
- JHSC's
- Corrective Action Tracking
- Safety Recognition Program
 - Social Media options
- Off The Job Safety Initiative
- Collaboration opportunities
- Pre-Employment Medicals

- Supervisory Selection and Development
- Preparedness Audits
- Critical Control Management
- Safe Worksite Assessments
- Risk Assessment Processes
- Investigation Techniques
 - Management Review
- Injury Management Processes
- Safety Software Solutions



Emphasis

Need to prioritize items based on risk management and value

added to the systems

Low hanging fruit

- Focus on leading indicators
 - Quality over quantity
- Increased supervisory training
 - Better results require coaching
 - Expectations need to be clear
- Increased expectations on Area Managers
 - Refresher training being put in place for these positions
 - Accountability matrix being developed
 - Leads to 'Visible Felt Leadership'





Supervisory Development

- Much is expected of front line supervisors in our systems
 - Therefore we need to properly equip them to do their jobs well
- Committee was put together to review this important aspect
 - Two Area Managers, Personnel Manager and Safety Manager
- Reviewed mine owner's programs and are determining which aspects can be applicable and valuable for contractors
- Obtaining feedback from site personnel is critical
 - Front line and second line supervisors
- Reviewing potential changes to Ontario Supervisory Common Core Program for opportunity and potential impacts



Implementation

- Where the rubber meets the road
- Monthly updates provided to Operations Executives
 - Feedback and comments received consistently
 - Gives a snapshot of progress for those not regularly involved in the process
- Important element for accountability and tracking progress
- Updates also given on monthly basis to Operations Managers

Plan	Goal	Objectives	Strategy/Action(s)	Responsibility	Due	Apr.
Element					Date	4/17
						Status



Steps Forward

- Continue collaborating
 - Opportunities with sister companies
 - Looking to expand with other industries
- Obtaining feedback
 - Crucial to get input from field personnel
- Evaluation of progress every six months with core team
 - Fluid process. Need the ability to make changes if something is not adding value
- Further implementation of Critical Control Management Program



Lessons Learned

- Roll out and communication of the plan is critical to obtain understanding and buy-in
- Safety software solutions is a large undertaking which requires involvement from many people
- Consultations from field personnel is critical
 - Needs to be throughout the process
 - Research
 - Development
 - Implementation
 - Feedback





Summary

- Unreasonable to expect better results without making changes
- Process needs to be driven by senior operations personnel
- More paperwork is not the answer
 - Focus on quality
 - If adding something new, consider taking something away
- This formal process assists with documenting thoughts, reviewing findings on wide level, and organizing a plan



Why We Want to Work Safely

