Developing a 5 Year Strategic Safety Plan

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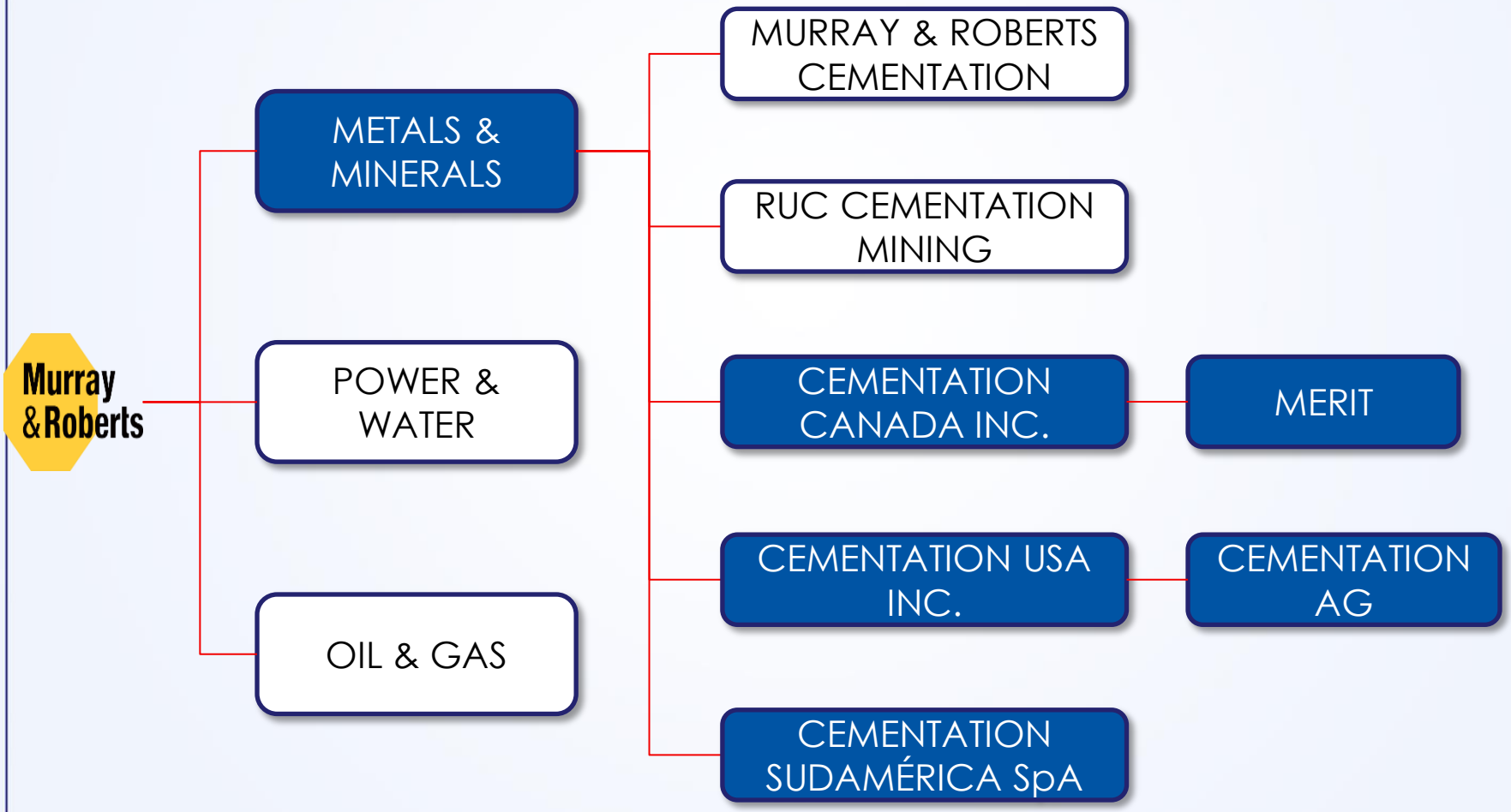
CANADA'S SAFEST EMPLOYERS 2016

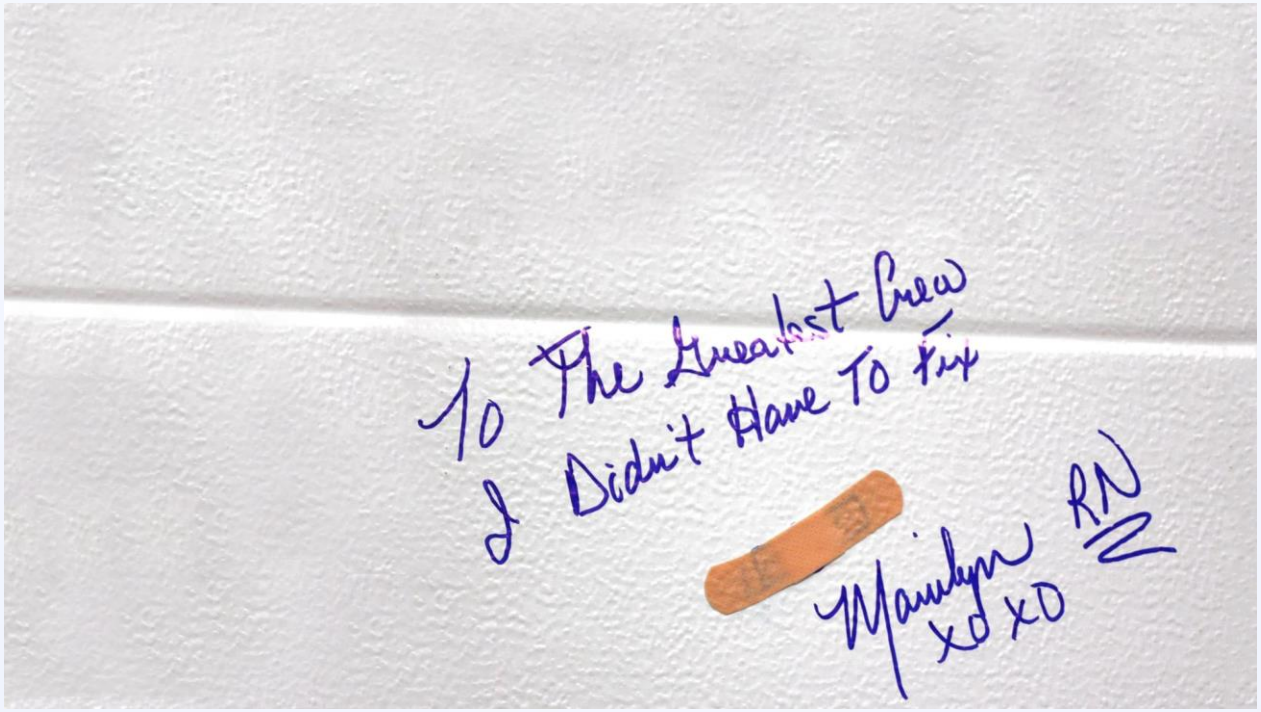
Cementation

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?

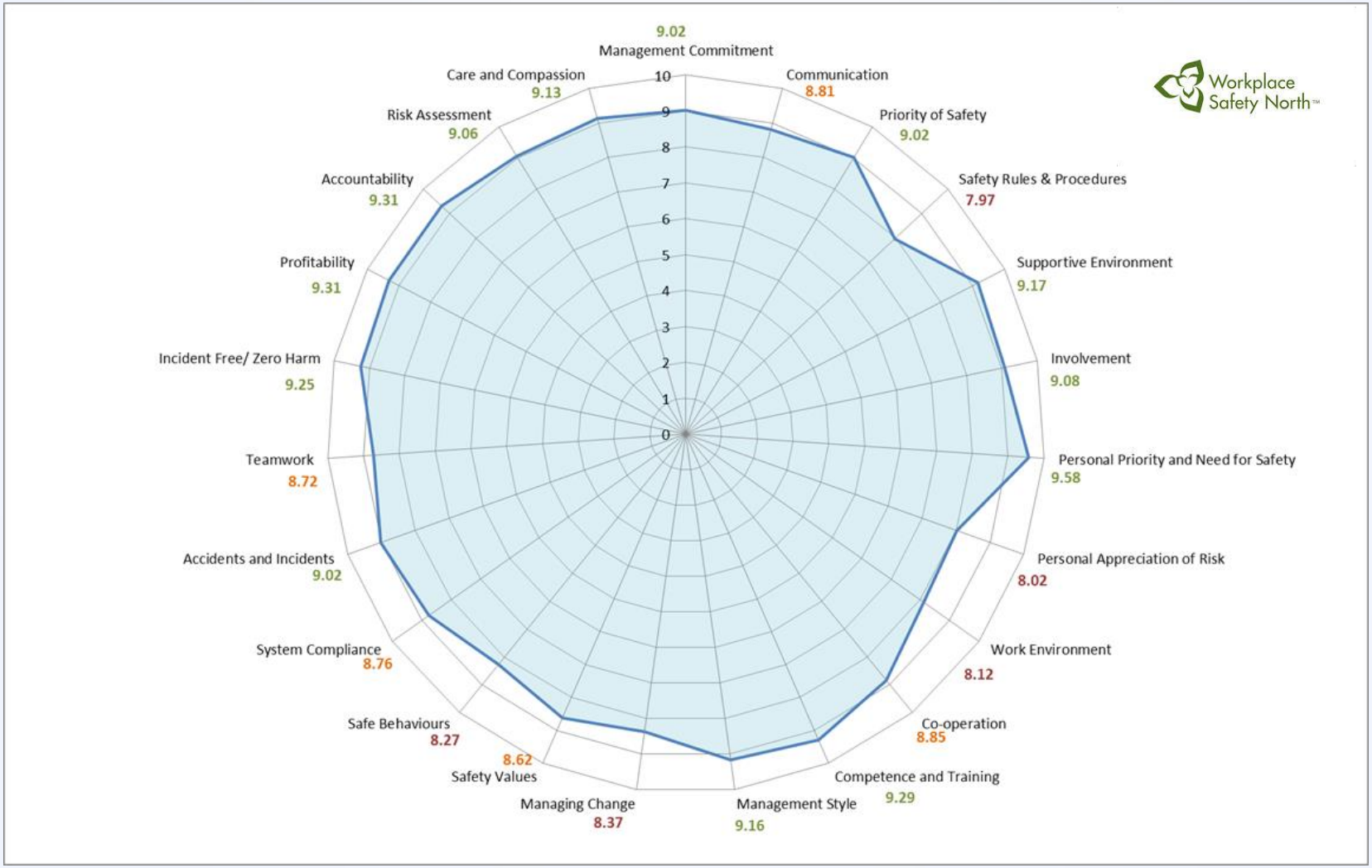
Development

- 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



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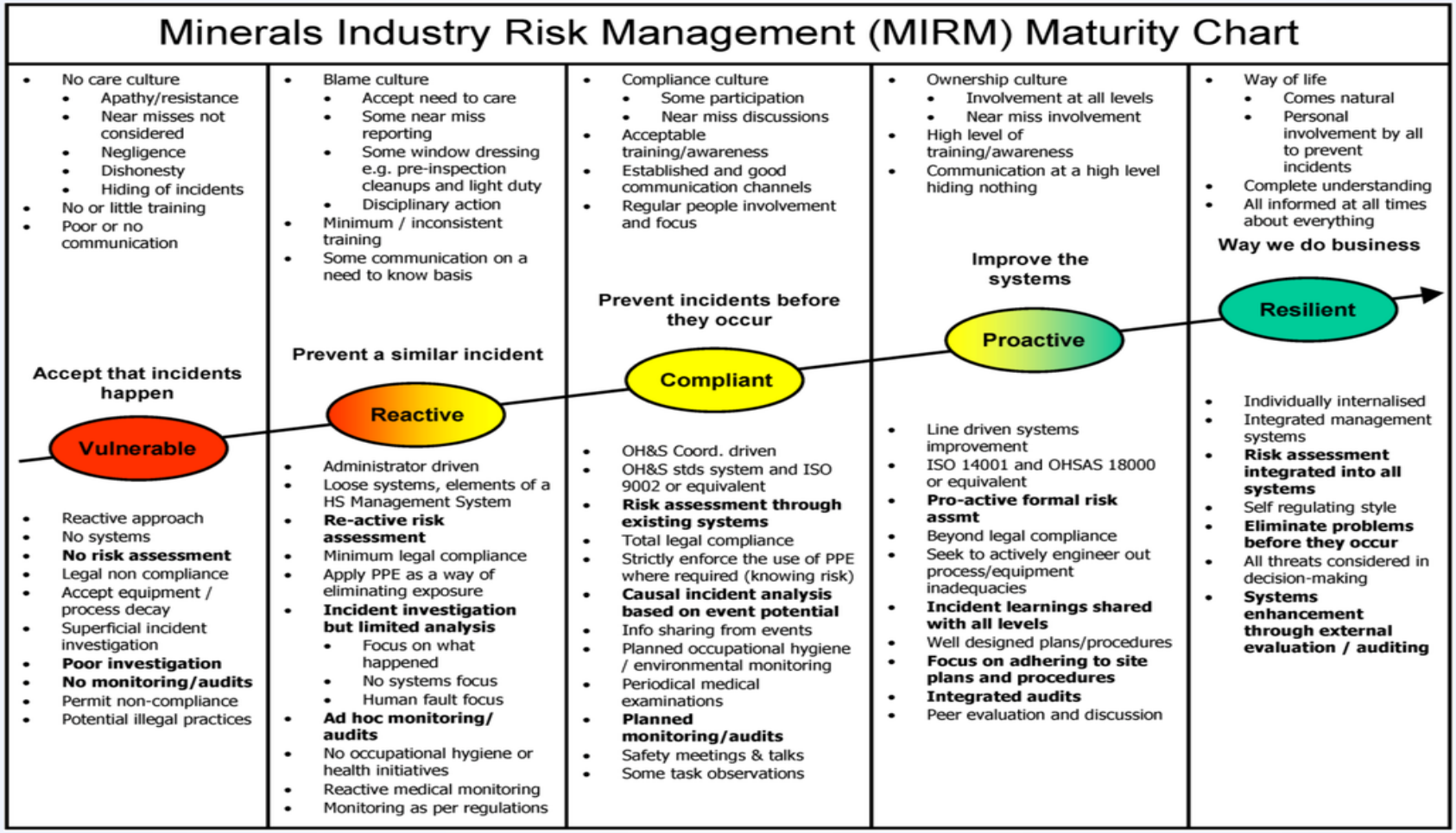
Bench Marking and Goal Setting



Collaboration

RioTinto

SGS

GLENCORE

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 Element	Goal	Objectives	Strategy/Action(s)	Responsibility	Due Date	Apr. 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