

North American Stainless

Award: Safety
Category: Workplace improvement

Safety Performance Improvement

Challenge

In 2014 NAS ended the year with 4.51 total recordable injuries per million man hours worked and a 1.13 lost-time injury rate. We needed to reduce the number of recordable and lost time injuries that our employees were sustaining on the job. We had already improved our guarding and enhanced our safety programs, but something was still missing. One item we noted was lack of employee involvement in our safety process, some employees were hesitant in participating and others just felt that safety wasn't their responsibility. We realized that we needed our employees input and participation to improve our safety process.

Action

In order to increase employee participation we did three things: 1) enhanced our Incident Reporting System to include Near Miss reports and added a time limit to get the reports closed out (72 hours for high risk; 7 days for medium risk and 30 days for low risk); 2) We started a Behavioural Based Observation (BBO) Safety Program with all employees completing BBO's; and 3) Managers, Supervisors and Group Leaders began conducting safety talks every morning throughout the plant.

1. Our Incident Reporting (IR) system had been in place for years but only covered injuries and property damages. By adding a Near Miss category we encouraged employees to enter incidents where an employee could have been injured. These reports are followed up on as if the employee was injured. A full investigation is completed and a Near Miss alert is posted for all employees to review. When we added the time limit to close out the incidents, it showed employees that we were following up in a timely manner and they weren't just entering reports and they were sitting out there with nobody looking at them. A weekly

"past due" report is sent to the Management team and there has to be a very good reason why the IR is past due (i.e. pending parts to be delivered or work to be done.)

2. We expanded our BBO program to all employees requiring them to complete one BBO a month, with supervision completing two per month. Feedback from the observation generates discussion between peers and encourages employees to identify solutions to the behaviours identified during the observation. Once the BBO's are completed, they are input into a database. If a follow-up is required, a Hazard report is automatically generated in our IR system, so we can ensure it gets addressed timely. Again, by having a good follow-up system, it encourages employees to complete their BBO's, because they see they are being reviewed and corrected.
3. Managers, Supervisors, and Group Leads started conducting a morning tool box talk every day. They take small groups to different lines and discuss safety. The talks may range from what they are doing that day and

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the hazards involved or review a near miss, injury, or property damage alert. This gives employees one-on-one time to discuss safety topics in their areas. It also shows employees that all levels of Management are participating in our Safety program.

5 SAFETY PRINCIPLES OF NORTH AMERICAN STAINLESS

1. SAFETY IS EVERYONES RESPONSIBILITY
2. PPE IS YOUR LAST LINE OF DEFENSE
3. KNOW AND UNDERSTAND YOUR WORK ENVIRONMENT
4. THINK SAFETY BEFORE YOU START
5. WHEN IN DOUBT – LOCKOUT



Outcome

Our employees completed 19,628 BBO's and we had 113 near miss reports. As mentioned above, all near misses were investigated as if they were an injury and alerts were distributed to all employees to review and discuss and any BBO's that required follow-up were automatically entered into our IR system.

In addition, we have noticed that our employees are much more aware when it comes to safety. If anybody walks onto our plant floor without the proper PPE, they will stop the individual and inform them of what they need. They are much more open with the Safety Coordinators and bring up issues and/or ideas about safety. With the increase in employee participation we significantly reduced our recordable and lost time injuries and ended 2015 with a .93 Total Recordable Rate and a .07 lost time rate.

NORTH AMERICAN STAINLESS CARDINAL RULES

1. MUST WEAR FALL PROTECTION ABOVE 4 FEET
2. MUST LOCKOUT ALL SOURCES OF ENERGY BEFORE ENTERING
3. MUST HAVE ALL PERMITS PRIOR TO PERFORMING ANY SPECIALIZED WORK
4. MUST REPORT ALL INJURIES, ILLNESS AND NEAR MISSES PRIOR TO THE END OF SHIFT
5. MUST WEAR REQUIRED PPE

