

Aperam

Award: Safety
Category: Safety training

Health and Safety Mind Set Change

Challenge

In the past following accident investigations we concentrated our efforts mostly on the physical conditions (machine guarding, PPE, etc...) but there was one aspect we were not addressing enough, the behaviours that lead to these accidents and how to effectively make the mind set change towards a safer company. In our quest to reach H&S Sustainability, our accident statistics, in 2016, demonstrated that the majority of our accidents (53%) occurred in 2 locations (Chatelet and Gueugnon). We decided to concentrate our efforts on these 2 locations (at first) to try to effectively change the behaviours that causes the accident, the mind set in H&S.

We decided to attack the problem by developing an Aperam specific program we called SAFE.

Action

Implement the SAFE training program (5 consecutive days of in-class and shop floor training using their day to day activities) for all the employees at our 2 problematic sites (Chatelet in Belgium and Gueugnon in France). The training program started in July 2016 and continues today.

The SAFE training program targets the employees



ability to see the hazards on site and helps develop their skills of interaction with their peers in order to solve the issues identified. The SAFE program also allows the employees to come to grips with the consequences of their actions and or their inaction.

The 5 days are organized in the following manner:

Day 1: Workshop on Inspiring Change

Day 2: Recognizing Shop Floor Hazards and Lowering Risk Tolerance

Day 3: Speaking up: High-Impact Engagement

Day 4: Preventing Fatalities. Shop Floor Assignment

Day 5: Renewing Commitment to a Safe Workplace and recognition of their mind set evolution towards Safety

Each 5 day workshop brings together 15 employees, white and blue collar, from



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different departments of the plant (production, maintenance, shipping.....) and is fully supported by the Plant Management.

This training can and is immediately put into application by the participants in their own work areas. Throughout this 5 day training session, participants have the opportunity to exchange openly with the Top plant managers on their H&S concerns and their proposed solutions to hazard elimination.

Outcome

After 1 ½ years of deploying the SAFE program at these 2 plants, we recorded a 42% reduction of accidents at Chatelet and a reduction of 57% of accidents in Gueugnon.

We noticed the employees who had participated in the training were more open in discussing H&S and their concerns with their peers and management alike than before the training. They were also more willing to help in the search and application of solutions.



The SAFE training program has become one of our main H&S initiatives in our quest to reach H&S Sustainability.

Following the realization of this successful outcome, we decided to accelerate the delivery of the SAFE program to all Aperam locations worldwide. We developed 20 additional trainers and more than 1000 employees have been trained to date. (59% of Chatelet employees and 42% of Gueugnon employees trained as of end of December 2017)