

Occupational Safety Management

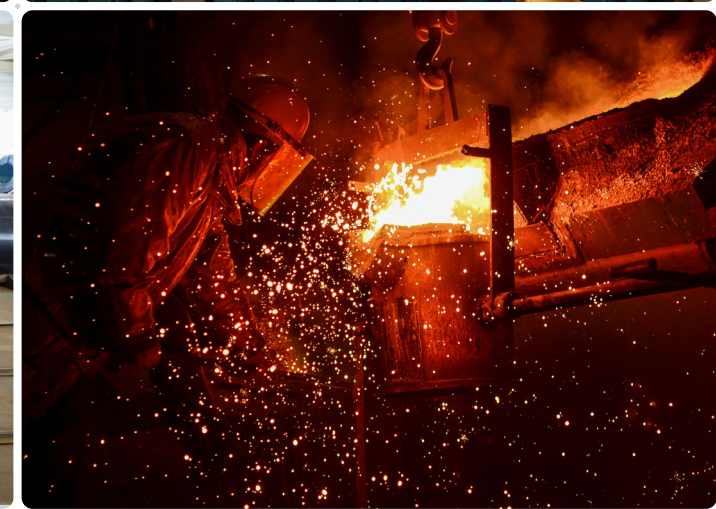
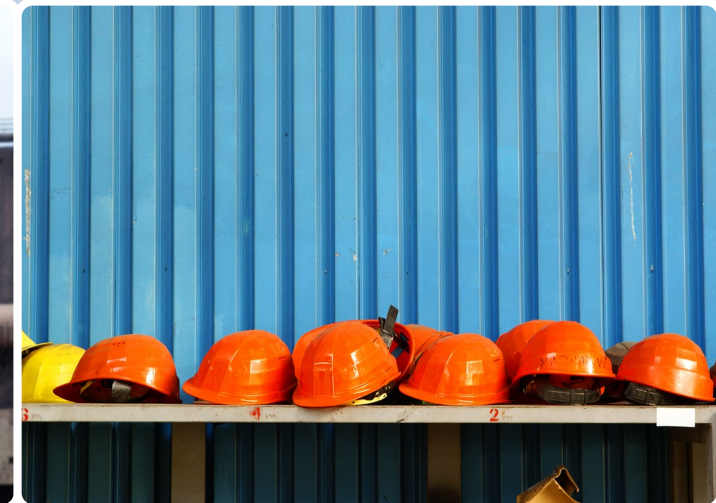




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1 Introduction

Occupational safety management (OSM) systems have been developing within our industry for many decades, supported by key pieces of legislation. In recent decades the importance of behavioural approaches to occupational safety has become better understood, however within our industry there are recognizable different levels of maturity across all companies. This document sets out to explain the key elements of OSM systems and tackles the following key questions.

- Why is OSM important to all of us in the stainless steel industry?
- What are the ISSF doing to support our members in OSM?
- What can we do to protect ourselves from Occupational Safety Incidents?

2 Why is Occupational Safety Management Important?

- Occupational safety incidents cause significant worker lost time in our industry affecting both own workers and contractors
- Occupational safety incidents can lead to regular working time lost by both personnel groups, time lost treating injuries both first aid treatments and medical treatments and time lost investigating incidents and developing retrospective countermeasures
- Occupational safety incidents are easier to predict when compared to process safety incidents ... but will necessitate a combination of countermeasures some of which will be straightforward and some more complex
- A behavioural approach to safety should always be at the heart of OSM

3 What is Occupational Safety Management?

- OSM is a blend of developing employee and team safety behaviours and management skills with a focus towards progressively reducing all injury types including;
 - Fatalities and serious lost-time injuries
 - Other lost-time injuries
 - Medically and first-aid treated injuries
 - Near misses that could have lead to an injury
- The manufacturing of all steels involves processes with intrinsic hazards that need careful management. This means the primary focus of OSM is every employee goes home safe at the end of every working day.

4 Protecting Ourselves from Occupational Safety Incidents (OSIs)

The ISSF supports OSM in conjunction with worldsteel through the following approaches;

- Ensure there is a clear business commitment to Operational Safety Management and make OSM the first topic in every business and operational meeting
- Train the entire workforce in a recognized behavioural safety programme
- Collect and report lagging indicator (LI) data monthly
- Ensure a monthly leading indicator programme of work exists including daily hazard spotting at operational supervisor level, the establishment of a weekly safety behavioural observations programme, the undertaking of regular behavioural safety talks with employees to reinforce key principles and the completion of monthly preventive safety actions in areas identified from LI data collection
- It is also vital to ensure everyone strives towards excellence in learning from experience

Ensure There is a Commitment to OSM

- The centerpiece of OSM is the development and maintenance of a positive behavioural safety culture and ensuring good workforce & contractor involvement and participation.
- This is important to ensure and ongoing development of workforce competencies in OSM which will involve;
 - Establishing your organisation's position on the DuPont Bradley Curve
 - Committing to a recognized behavioural safety programme to change the culture
- Furthermore it is also important to deliver improving safety performance based on adherence to developed organizational 'golden safety rules' and constantly reviewed local safe working procedures

Key Question; Is Operational Safety Management a core value in your organization?

Train the Entire Workforce in a Recognised Behavioural Safety Programme

- Before embarking on a behavioural safety programme it is important to ensure your workforce has solid process and equipment knowledge.
- It is then possible to roll out a recognized behavioural safety programme, which should include top down training from external facilitators, which should be planned, to lead to own employees becoming trained to become trainers themselves. The training programme should be designed to become business-as-usual every day after training
- Furthermore the application of continuous improvement techniques to behavioural safety management systems will help formulate the culture

changes needed to become an interdependent organisation

Collect and Report Lagging Indicators Monthly

- At every business meeting the safety steering should be undertaken initially by reviewing performance on all lagging KPIs. This should be followed by the development of immediate actions for any indicators which are below target
- It is vital that all department heads accept responsibility for their own safety KPI performance and equally share best practices throughout the leadership team
- Communication is another key component, and safety performance and actions should be reported to the entire workforce at least on a monthly basis

Ensure a Monthly Leading Indicator Programme of Work Exists

- The starting point here is to create an annual plan for delegated monthly activities and monitor performance against the plan every month
- It is also, as with lagging indicators, necessary to report key findings and

actions every month and ensure all actions are closed out through the use of solid continuous improvement techniques which may include one point lessons, PDCA analysis, 5S tools and KAIZEN analysis.

- It is also vital to create visible Lagging Indicator development reports for the entire workforce to ensure they understand how this less apparent element of OSM is developing.

Strive Towards Excellence in Learning from Experience

- Our members are all on different parts of the DuPont Bradley Curve of Safety Cultural Maturity. Some of the members can offer best practice guidance via our HSE committee. This is a rich source of data to support learning from experience.
- The ISSF and worldsteel can undertake plant safety audits which are free of charge to members and provide solid guidance and actions to develop business safety performance
- It is also possible to exploit the safety library of the ISSF and worldsteel and the associated safety network publishes excellent reference documents as another route to learn from best practice sharing. This library of information will also include investigations into key incidents including near misses

5 The Three Critical Questions

Your leadership team must be able to answer the following questions:

- Do you understand how mature your safety culture is?
- Do you focus using both leading and lagging indicators to develop your OSM systems?
- Do you know how to develop the maturity of your safety culture?

6 Summary

- Occupational Safety Management is something that must be part of our organizational DNA because it is vital that we 'live and breathe' OSM in our industry to continue to drive down fatalities and all workplace injuries. The outcomes from not undertaking OSM can be devastating for our employees, their families and our businesses.
- OSM should be a daily part of what we do, and we must never forget it's for the long term
- Repeating our OSM mantra within our organisations is vital to ensure we don't allow complacency and 'fast forgetting' to rise to the front of people's natural thinking.
- The ISSF can support members in their OSM system development in conjunction with worldsteel and their extensive resources
- Please ask if you need some guidance and support

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About ISSF

The International Stainless Steel Forum (ISSF) is a not-for-profit research and development organisation which was founded in 1996 and serves as the focal point for the global stainless steel industry.

Vision

Sustain our future with stainless steels

Membership of the ISSF

ISSF has two categories of membership namely:

- a. **company members** who are producers of stainless steels (integrated mills and re-rollers)
- b. **affiliated members** who are national or regional stainless steels industry associations.

The ISSF now has 57 members in 26 countries. Collectively they represent approximately 90% of the total production of stainless steels.

More information

For more information about ISSF, please consult our website worldstainless.org.

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