Occupational Safety Management

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ISSF & Occupational Safety Management

- 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?
Why is OSM Important?

- Occupational safety incidents cause significant worker lost time
  - In our industry .... to 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
  - Time lost investigating incidents and developing countermeasures
- Occupational safety incidents are more easy to predict
  - Compared to process safety incidents
  - .... but will necessitate a combination of countermeasures
    - Some straightforward
    - Some more complex
- A behavioural approach to safety is at the heart of OSM
ISSF Fatality Frequency Rate (FFR)

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<td>2018</td>
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FFR per million hours worked
What is Occupational Safety Management?

- OSM is a blend of developing safety behaviours and management skills
- Focused on progressively reducing all injury types
  - 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.
- The primary focus of OSM is every employee goes home safe
  - At the end of every working day
We can predict the likelihood of Occupational Safety incidents (OSIs) occurring. There are clear patterns associated with OSIs that can be identified through robust data collection. Using this data will lead to clear systemic and behavioural countermeasures being established.
ISSF; The Safety Pyramid & Statistics

Data collection will continue annually.

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Key:
F = Fatality
RWC = Restricted Work Case
MTI = Medically Treated Injury
FTI = First Aid Treated Injury
HZS = Hazard Spotting
SBO = Safety Behavioural Observation
PSA = Preventive Safety Action
LTI = Lost Time Injury
NM = Near Miss

Lost Time Injury Reporting

Total Recordable Injury Reporting

Lagging indicators

Leading indicators
Protecting Ourselves from OSIs

- Establish some clear fundamentals

- Ensure there is a commitment to Operational Safety Management
  - 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
  - Daily hazard spotting at operational supervisor level
  - Establish a weekly safety behavioural observations programme
  - Carry our regular behavioural safety talks with employees to reinforce key principles
  - Undertake monthly preventive safety actions in areas identified from LI data collection

- Strive towards excellence in learning from experience
Ensure There is a Commitment to OSM

- Develop and maintain a positive behavioural safety culture
- Ensure good workforce & contractor involvement and participation
- Develop workforce competencies in OSM
  - Establish your position on the DuPont Bradley Curve
  - Commit to a recognized behavioural safety programme to change the culture
- Deliver improving safety performance based on adherence to
  - Organizational ‘golden safety rules’
  - Local safe working procedures
- Is Operational Safety Management a core value in your organization?
The Bradley Curve; Safety Culture Maturity Model

Stages of the Maturity Model

Reactive;
When nobody in the organisations takes accidents seriously

Dependent;
When the workforce follow safety standards as rules

Independent;
Members of the workforce take safety as a personal responsibility

Interdependent;
Collectively, a workforce team takes the ownership and responsibility for the safety culture
Train the Entire Workforce in a Recognised Behavioural Safety Programme

- Ensure your workforce has solid process and equipment knowledge
- Roll out a recognized behavioural safety programme
  - Top down training
  - Own employees are trained to become trainers
  - Make the programme business-as-usual every day after training
  - Apply continuous improvement techniques to behavioural safety management

- Do you understand the culture changes needed to become an interdependent organisation?
Collect and Report Lagging Indicators Monthly

- Review performance on all lagging KPIs at monthly meetings
  - Business safety steering
- Develop immediate actions for any indicators which are below target
- Ensure all department heads accept responsibility for their KPI performance
- Share best practices throughout the leadership team
- Report performance and actions to the entire workforce monthly
Ensure a Monthly Leading Indicator Programme of Work Exists

- Create an annual plan for delegated monthly activities
- Monitor performance against the plan every month
- Report key findings and actions every month
- Ensure all actions are closed out through the use of solid continuous improvement techniques
  - eg; One point lessons, PDCA analysis, 5S tools and KAIZEN analysis
- Create visible LI development reports for the entire workforce
Strive Towards Excellence in Learning from Experience

- Other members are on different parts of the Bradley Curve
  - Some can offer best practice guidance via our HSE committee

- The ISSF and ‘worldsteel’ can undertake plant safety audits
  - Free of charge to members
  - Provides solid guidance and actions to develop business safety performance

- Exploit the safety library of the ISSF and ‘worldsteel’
  - The safety network publishes excellent reference documents
    - Best practice sharing
    - Investigations into key incidents including near misses
The Three Critical Questions

- Your leadership team must be able to answer the following

- 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?

1. Understand your safety culture maturity
2. Use both leading and lagging indicators
3. Develop the maturity of your safety culture

Establish interdependence based on behavioural safety systems development
Summary

- OSM is something that must be part of our organizational DNA
  - We have to ‘live and breathe’ OSM in our industry
- It’s a daily part of what we do and it’s for the long term
- Repeating our OSM mantra within our organisations is vital

- The ISSF can support members in their OSM system development
  - In conjunction with ‘worldsteel’ resources
- Please ask if you need some guidance and support