

Occupational Safety Management

Tim Collins
January 2020

ISSF & Occupational Safety Management

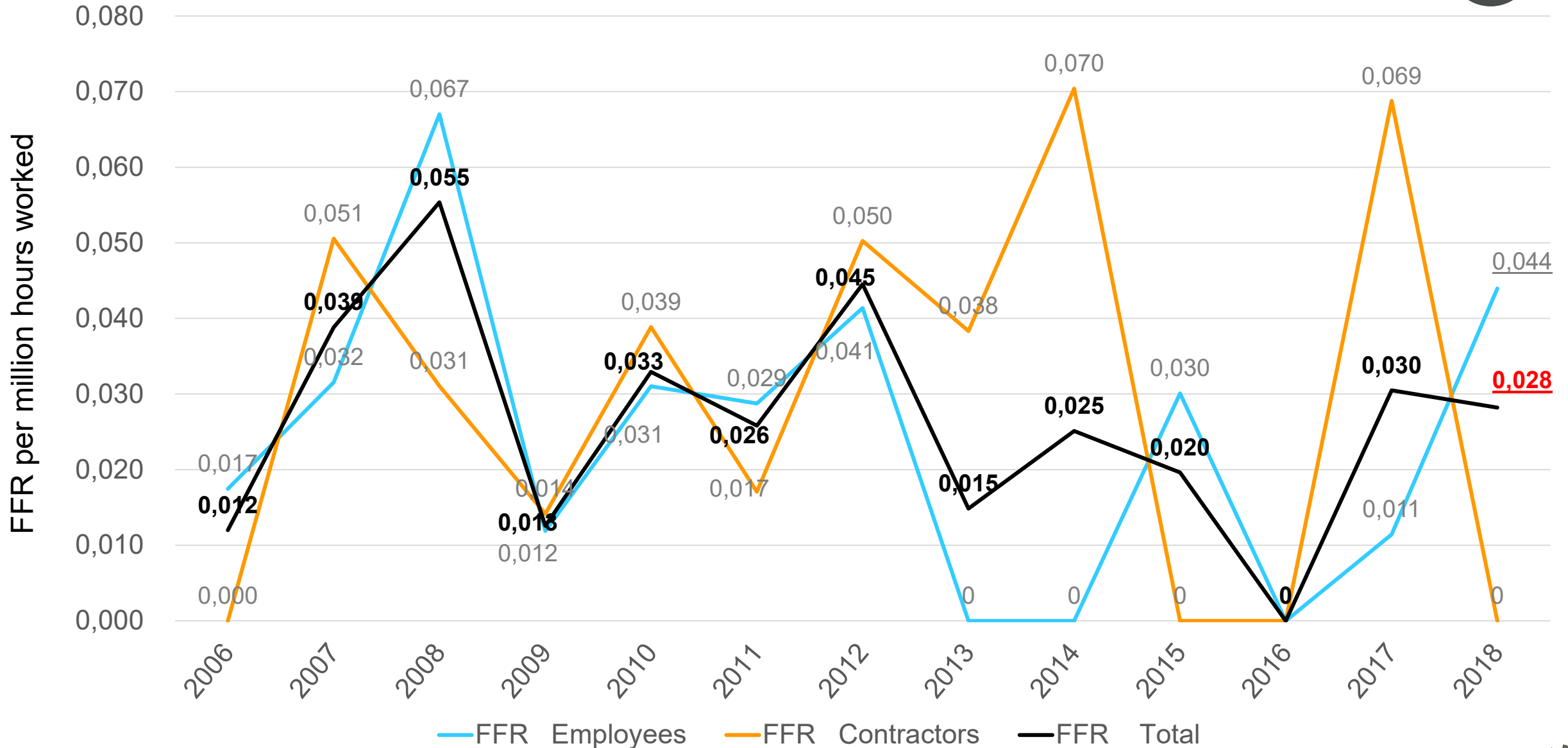


- Key questions
- Why is OSM important to all of us in the stainless steel industry ?
- What are the ISSF doing to support our members in OSM ?
- What can we do to protect ourselves from Occupational Safety Incidents ?

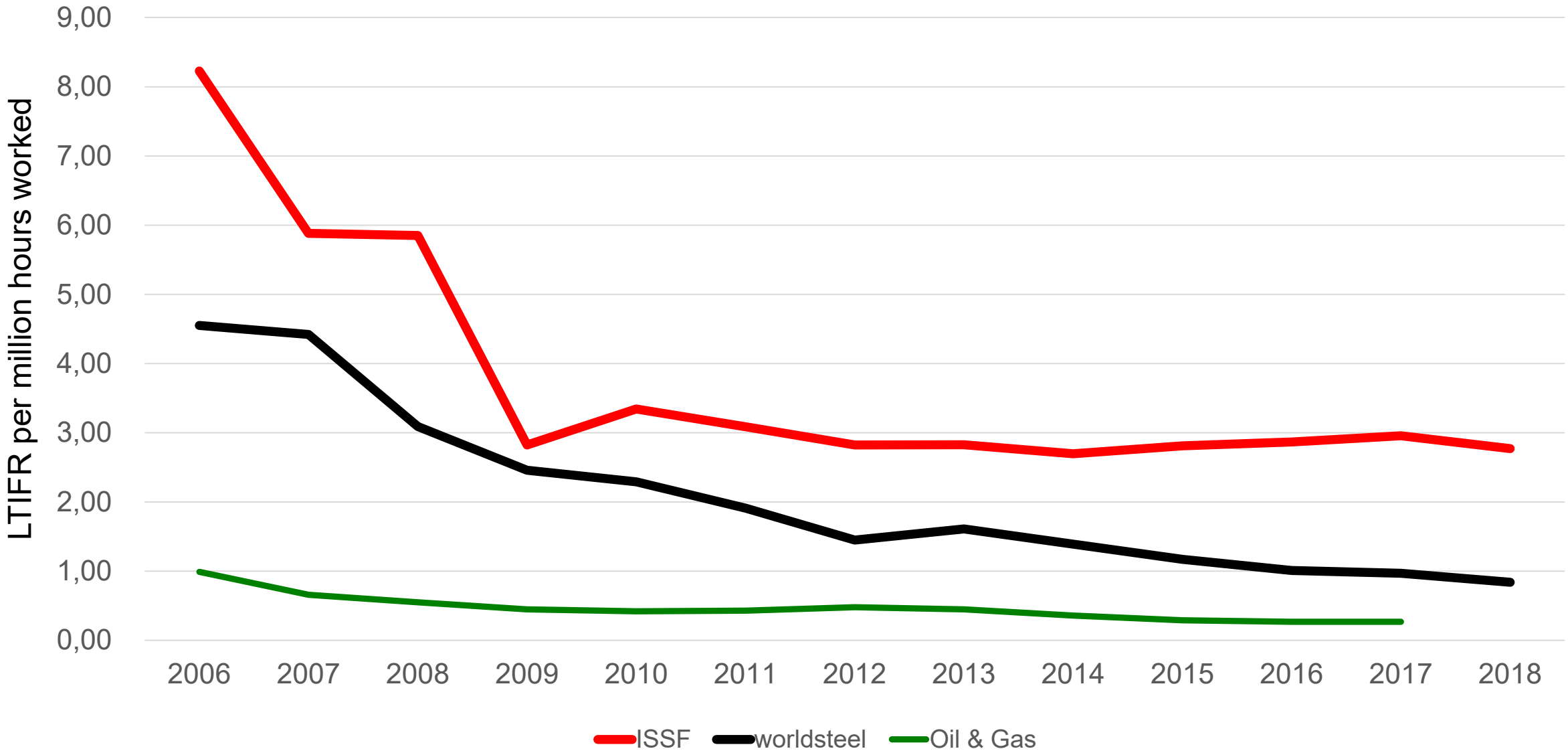
Why is OSM Important ?

- 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)



ISSF Lost Time Injury Frequency Rate (LTIFR)



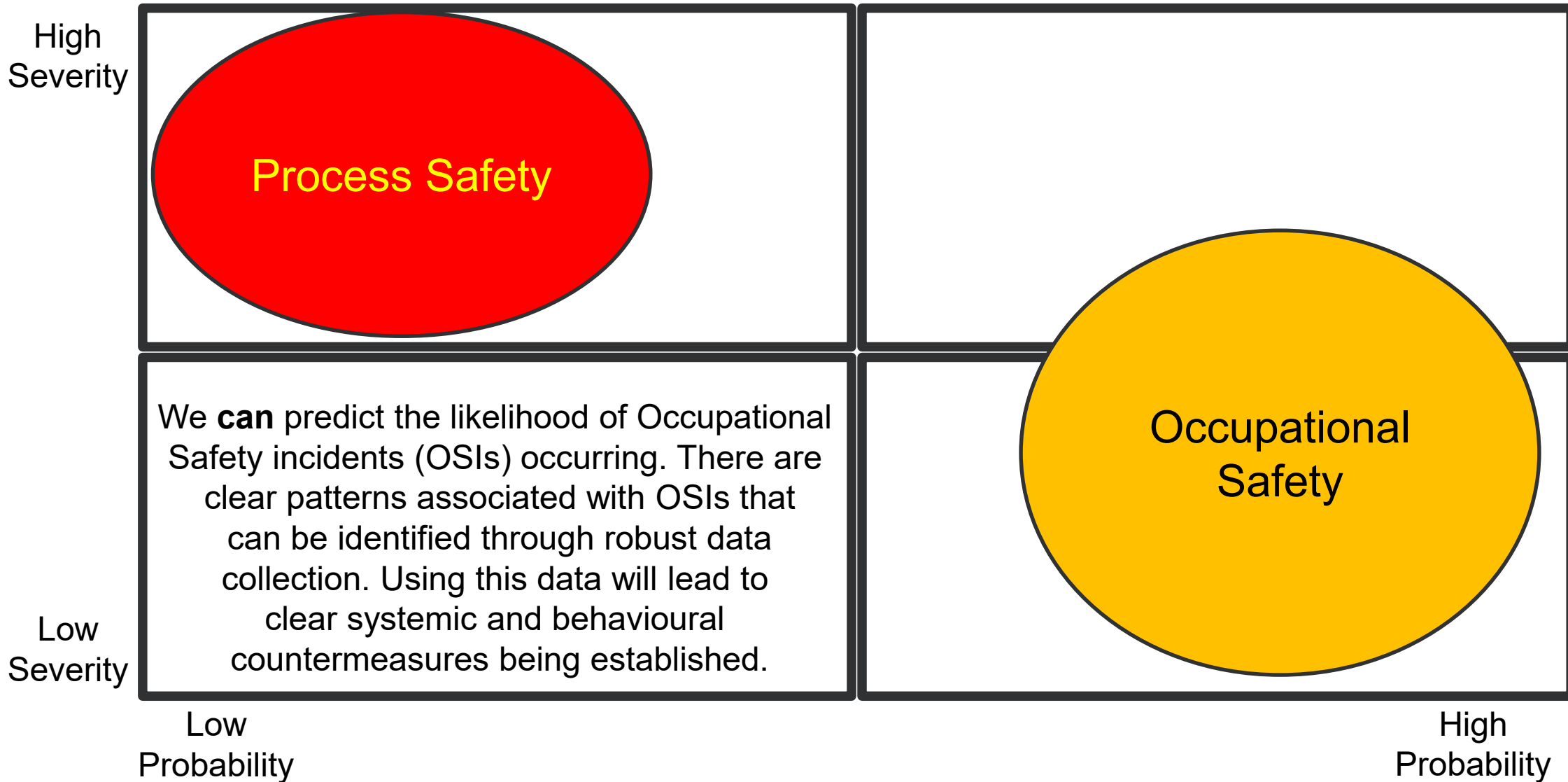
What is Occupational Safety Management ?



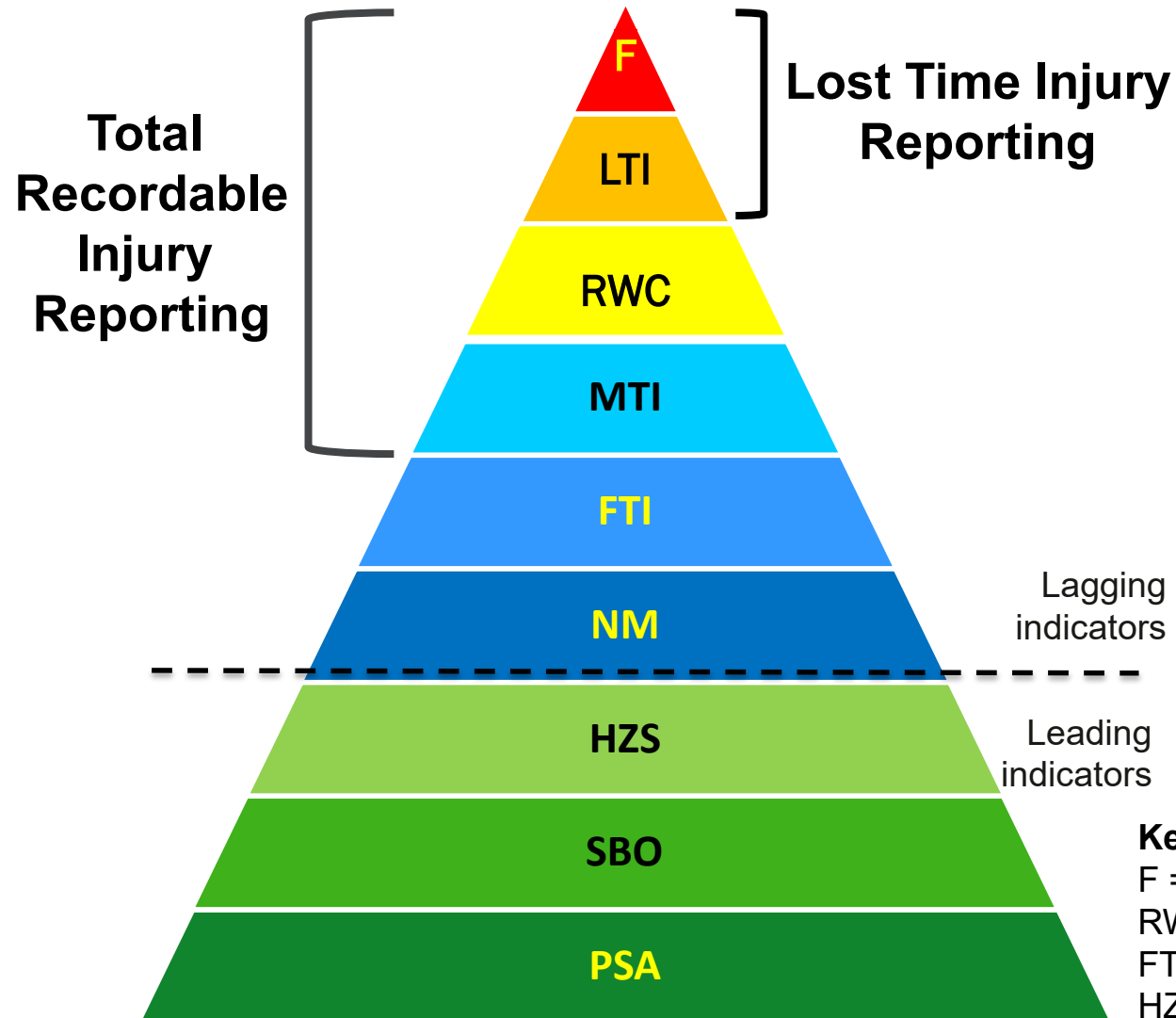
- OSM is a blend of developing safety behaviours and management skills
- Focused on progressively reducing all injury types
 - Fatalities and serious lost-time injuries
 - Other lost-time injuries
 - Medically and first-aid treated injuries
 - Near misses that could have lead to an injury
- The manufacturing 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

OSM; Initial Thinking

Understanding Occupational Safety Incidents



ISSF; The Safety Pyramid & Statistics



| Category | 2017 | 2018 |
|-----------------|-------------|-------------|
| LTI | 384 | 379 |
| LTIFR | 2.96 | 2.70 |
| WS LTIFR | 0.97 | 0.84 |
| MTIs | 234 | 301 |
| RWIs | 54 | 121 |
| NMs | 7824 | 3858 |

Key;

F = Fatality
 RWC = Restricted Work Case
 FTI = First Aid Treated Injury
 HZS = Hazard Spotting
 PSA = Preventive Safety Action

LTI = Lost Time Injury
 MTI = Medically Treated Injury
 NM = Near Miss
 SBO = Safety Behavioural Observation

Data collection will continue annually.

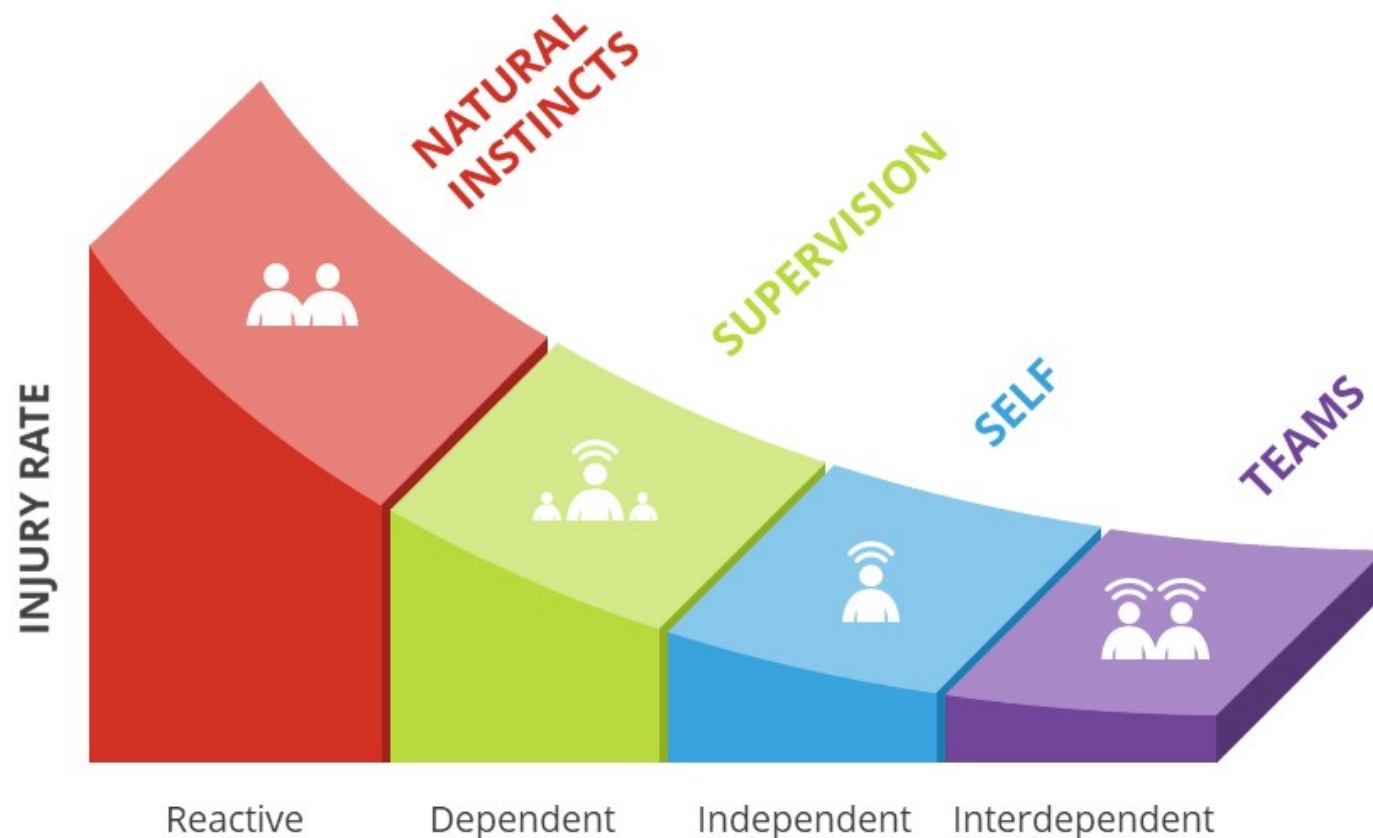
Protecting Ourselves from OSIs

- 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 out 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 ?



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