

## S.H.A.R.P. SAFETY CONFERENCE 2013

### LARGE GROUP DISCUSSION

#### 1. What are you currently doing to demonstrate workplace Health and Safety Culture?

- SQCDE – Daily safety meetings to share safety stats, review incidents. Daily safety meetings to review and demonstrate practical safety procedures.
- Report and investigate near miss incidents, share findings, corrective action timelines.
- Interview ee's and have them on monitors in the plant
- TV monitors in the plant sharing safety messages.
- Peer to peer recognition. Each ee has a notepad with a sheet to recognize coworkers for good safety behavior.
- Commending positive behavior.
- Have a family day at the operation where families visit the operations and are shown the safety precautions of the workplace.
- More frequent positive recognition.
- More interaction and communication with the safety committee and ee's on the floor.
- Provide ee's with an opportunity to be part of the safety committee for a day to understand what they do, get buy in and make them feel responsible.
- Use a mach injury to test the emergency response.
- Morning afternoon meetings
- Toolbox meetings where people can express safety concerns
- Stretching while going through safety stats
- Guarding everything
- Management safety observations program, observe, talk and document, correct / praise as needed.
- Communicate up the chain and back down. Re: safety concerns and what's done to address them.
- P.A.S.S. programs
- Plain English policies that is easy to understand.
- Pre-job / upset conditions – tracking per employee week / lockouts too
- Lunchroom board for communicating what's going on
- Pre job assessment checklist.



- Potential hazard forms
- Near miss reports
- Combustible dust reports
- New employee daily check-in book with supervisors
- Weekly / monthly safety topics to talk with crews about
- Making all levels of management more aware of Health and Safety issues (come with solutions not just problems.)
- Qualified / designated trainers.
- Education / training – celebrate wins; recognize how far we have come in Health and Safety.
- Do your research and evidence to support solutions.
- Positive and repetitive reinforcement.
- Safety incentives – focus on positive behaviours i.e. accident investigation, attendance and safety meetings.
- Letters of positive acknowledgement for doing things correct and safely.
- Learn to listen.
- Safety fair- mock drills/ games ie. Band-Aid up a hand and then try to do tasks
- Safety bingo – you get a card at the beginning of the month / quarter. Get #'s in your pay stub if you have no incidents.
- Positive culture.
- Canfor Isle Pierre :Safety committee spending half of day (safety meeting) on the floor talking to employees. One on one, asking for examples of times they have rushed to get job done. Safety committee is promoting slow down and work safety.
- Conifer: Risk assessments being used by employees during an upset condition. Risk and hazard assessments.
- Canfor Polar: Hazard reporting targets for supervisor / managers. Start to identify and correct hazards, get everyone improving awareness.
- JDL: Safety committee rewards employee for bringing forward opportunities to improve. Peer reporting / recognition of good safety practices.
- Safety BBQ if incident free for 90 days (site-wide)
- Monthly newsletter
- OHS committee is putting a blurb in newsletter to market your committee - Human Posts etc.
- Conifer Houston: Recently started tailgate meetings
- TV's in lunchroom for stats
- Safety Mascot , so we know it came from committee and not management. (LOGO)



- Hoping to engage ee's and promote OHS committee.
- Creates fluid communication between ee's, OHS, and employees
- WL Ply: Bulletin board – posters, near misses etc.
- Monthly crew talks
- OHS monthly tours
- Dust tours and clean-up crews
- New vacuum and antistatic wand
- Exel: meet monthly
- Observation reports for a positive influence
- Weekly safety report (bulletins)
- Monthly newsletter
- Off-site mill visits
- Bi weekly safety supervisors meet and hourly safety charge-hand.
- Weekly senior management meeting
- 3-day indoc for new and young workers. Review training sheets weekly with the employees.
- Safety tailgate meeting.
- Take apart what incidents and hopefully come up with solutions.
- One and one quarter / JSA 6 months. Dust audits done by each shift.
- We keep our training very current, records encourage group sessions for whims training
- Weekly safety meeting, stats are covered, reviewed all previous issues that are there. We check and see if they are corrected. Encourage the interaction always asking safety supervisors
- Canfor. Daily meetings (safety) sawmill / planner. Sawmill shut down for meetings.
- Planer supervision goes around to each 1000 observations been done, includes one on ones. Stop audits are done. All information is but into the system, actions are assigned. Tailgate – ask supervision if new hazards identify, assign action, most are handled immediately.
- Floor open for safety concerns.
- Dust audits
- Practice what we preach safety #1
- Stop and correct
- Developing new procedures (to update them)
- Brought in a safety consultant
- Have 3 Or 4 sub committees



- Having a person check lock outs
- Do observations on the workers
- Review safety with new people every day for the first week they could
- West Fraser: Developing new JSAs
- New changes needed
- Safety consultant brought in
- Sub committees
- Make effective up to date buddy system permanent if unsure
- Yellow card system to id problems
- Full day meetings vs. 2 hour meetings
- Chastising new and young workers (find a way), call a spade a spade
- Continuing analyzing incidents from our own operations and others in the industry.
- Culture of care, watch out for each other. H & S
- New hires required to do pre-job safety surveys
- Focusing on new and young worker safety
- Shock valve ie. Having a picture of an incident / injury where injury occurred
- 1<sup>st</sup> shift of every crew on Mondays have a crew safety talk
- Piloting a pre-screening tool to see what safety attitude candidates have prior to hire
- Pre employment physicals
- Safety tasks force to identify our current safety culture to identify the safety culture we want to have
- Communication issues, remove us vs. them, close the loop
- Using the safety committees more effectively to enhance safety once per year hold a safety retreat for the SC to plan goals and objectives.
- Analyzing incident investigations to identify root cause.
- Quizzes at SC meetings , trying to find out what people know about the safety program
- Use of safety captains
- Safety committee
- Field level risk assessments
- Publish information, company website
- Corporate sub safety meeting within corporation
- Involving safety committee members – giving exposure
- Observation safety written
- Online, investigations, observations (computer)



- 3<sup>rd</sup> party audits – safety practises
- Daily safety meeting (tailgate meeting)
- Weekly safety conference calls – senior management and specific crews
- (SQCDE meetings daily \_ report incidents from other facilities (serious incidents.
- Standard work procedures
- Health and wellness (Exercising before work)
- Apollo – current practise, dust audit, daily to ensure work safe compliance, everyone, employee, mlw, supervisor does dust audits
- Risk rated, more than level 3 shuts mill down
- Board that welcomes displays mir free days
- Tool box talks
- Observation reports correcting unsafe behavior recognition of safety years, stickers 100% each year
- Carrier, planer, dust collection systems – proactive to engineer systems where dust does not collect. Mid week clean-up. One hour Wednesday. Shutdown to clean up. Goal to introduce more progressive safety culture. Slow change resistant to change, coaching change standards around l/o have changed in last 15 years people need to be led by example, promote team work, work together, employee involvement feedback
- BC Safety Council, in order to shift culture we need to look at values, what do we value more, home safety or numbers production engineering out hazards, participating in Northern Health Challenge.
- 2 clean-up people steady for dust, each shift W/E crews as well weekly crew meetings safety
- Monthly crew meetings
- Only now have cleanup person dedicated to washing dust on production shifts in non L/O areas
- Looking at better tool organization.
- Canfor, clean and tidy is safer
- Encourage near miss and hazard reporting thru contests and prizes
- Emphasize no shortcuts, recognize good habits / behavior.
- Focus on interactions and communications
- New employee program – green hard hats
- New employee orientation on all entry level jobs in sawmill and planer
- Focus on contractor orientation. Any visitors to the site
- Employee – new eclipse training module



- Wood groups rotate safety chairs
- Focus on near miss reporting, work on upset conditions
- Communication of near miss reporting to all employees
- Focusing site tours more broadly so that log yard or other areas don't miss
- Hazard alert box, anonymous so employees will report
- Tv's in lunchrooms for communicating safety messages, statistics
- Safety walk on shift
- Field level hazard and risk assessments before non-routine jobs or upset conditions
- Get ideas from all employees about changer. Boost morale, builds ownership.
- Positive training, safe procedures. Each job has its own set of specific safe procedures know your job.
- Interactive safety meeting, getting more input from employees, once a month involving the whole site. Quizzes at end of meetings, draw prizes etc.
- New hires, log into a book the things that they have done throughout the day. ie. Lockouts what / how they had done etc.
- Safety meeting to an all day monthly meeting rather than a 2 hour meeting. Having a hard time getting sub committees to meet
- 10 minute morning session about changes that may have been done the day before or whatever.
- Addressing concerns, interaction with the employees finding out what can make their job safer then follow-up
- Monthly meetings, culture that cares, engage each other
- Take responsibility for each other
- Train the staff, safety games, trivial pursuit, scavenger hunt, present policies by groups make safety fun
- Outgoing new hires never by themselves (mentoring) red hard hat – easily identified, safety captain, comfortable asking questions
- Board, safety committee pictures so they know who to go too. (all offices / main entrances) write-up about where they work
- Safety designate takes new hires around for orientation (shift changes – new safety rep on that shift).
- Display board in lunchroom etc, keeping info fresh for people to see, monitors, new info keep rolling with cartoon clips etc. Recognition for milestones etc.
- Near miss reporting important.
- Safety captains on shift are approachable and follow-up with employees
- Relating personal experiences in meetings



- Safety fair, where employees participate in activities with simulated injuries to raise awareness
- Hazard and NM reporting contests
- Providing feedback and follow-up with employees
- Daily safety meetings
- Anonymous reporting system for hazards and NM
- Giving ownership to the employees for safety matters. Encourage employees to correct hazards themselves if possible.
- Look, lock, live program development
- Integrity, no such thing as stupid questions. You have to be able to listen pay attention. Everyone goes home safe
- Down for 4-years, not allowing me time to go to safety meetings. That is why i wanted to come to this seminar to get ideas on how we can improve our safety culture.
- Near misses, report everything, steadily going up in numbers over the years. All near misses have corrective actions, encourages talking amongst supervisors and workers.
- Focus on positive things that are happening around the mill and promote these.
- Safety week, contests, quizzes etc. to keep safety front and center.
- Be safe bingo, safety theme. #s drawn each pay day until win #s drawn each accident free day.
- Draw for prize.
- Safety stars nominated at safety committee and prizes, mugs, shirts etc.
- Spot the hazard contest, picture distributed spot hazard contest and get prizes.
- Safe work observations on new employees. Check back later and ensure still doing correctly.
- Safety suggestion contest, monthly winner at best idea.
- Safety slogan contest, signs with name on.
- Focus on supervisor follow-up tracked to ensure that they follow-up and get back to people
- Solid timelines for safety action items
- Post hazard alerts
- Safety inspections
- Policies in place and enforce and follow-ups
- Observations
- Engage open conversation



- Safety committee
- Stretch five minutes prior
- Crew safety meeting monthly
- Review incidents with crew
- Safety reps for each shift
- Extra training and seminars
- Bring up safety concerns when they happen
- Show stats
- Crossword puzzles other games
- Hard hats stickers for accident free years
- Monthly crew talks power point communication safety board's minutes
- Old cultures. Quarterly 1 on 1 different subjects each time. Get to know people. Family life, what do you think of safety risk assessment. Company who cares trust, engaging.
- The question is not are we safe but are we trust worthy
- Crew meetings once a week, once a day. Hazard reporting/ voice to people.
- One day a month meeting on safety.

**2. What do you think you could / would do to enhance your Health and Safety culture if you weren't afraid to look stupid? (On the wild side).**

- What does Joey do? Ask people who aren't getting hurt what they're doing. Then teach those that are getting injured the uninjured persons techniques. "Joey" being the safest person on shift.
- Stickers for people getting "caught" doing good, on a big board in lunchroom to put on their hardhats
- Paintball guns (at the end of shift) for those who aren't doing right thing. Person to most paint wins / losses
- Employee reporting positive on others. Person with most positive reports by the end of week / month gets prize.
- Dunk tank / pie in the face
- Goal for whole shift to work towards
- Poster of the reasons outside of work to work safe (ie. Your kids pics, your hobbies, family etc.
- Safety awards





- Guest injured speaker to talk to crews. Memorable for people to remember and be more aware of injuries.
- Hired mock crew to do F/A and be more aware of injuries
- Thread mock crew to do F/A scenarios every 6-months
- Making safety fun.
- Shut mill down to celebrate safety
- Build better incentive program
- Foster a peer on peer recognition program
- Bring family to work day
- Make your own safety video on site for crew meetings.
- Wear the mascot suit on a plant tour – tickets, awards
- TV commercials portraying safety at your plant, portraying safety animated
- Change near miss to close call or near hit, good catch.
- Have speakers to safety meetings, shut mill
- Involve other employees (senior and show them where everything is done.
- Lockout buddy system.
- Have two safety guys on staff bringing safety stuff home.
- Call out supervisors who are unsafe.
- No consequences for not following safety procedures.
- Promote safety more broadly both home and work, living safety as a value always
- Having the courage as an organization not to blame the individual for an injury or incident, find out where the system failed
- Find out what motivates employees to take short cuts.
- Safety blimp for achieving safety milestones, make people famous
- Real life pictures of employee and their family
- Little scenarios on safety using employee children to draft safety messages on why it's important why mom or dad need to work safely.
- Rewarding employees with food.
- Participate, engaging employees in safety questions and rewarding employees with a "scratch and win ticket".
- Having a guest speaker come to your facility and speak on safety related items
- Have a sports day.
- Shut down the facilities for a few hours and have employees do a safety inspection, seeing hazards. (Planer employees go to sawmill / sawmill employees go to the Planer etc.)
- Paid gym membership - Gym for employees



- Better bonuses for safety paid strategy days
- Jumping jacks and stretching before shift starts
- Games room
- Nap room
- Massage room
- Catered breaks
- Employees as a collective in charge of health and safety program. Have s/c out in yard with speed detector, give people stickers for doing correct speed
- Have a speeders board
- Give each employee a chance to run the safety meeting
- As an employee, would like to be able to share ideas.
- Safety walks on each shift with management / safety rep to focus on trouble areas.
- Small groups of employees to solve problems (like Toyota)
- Fresh eyes all the time
- Share ideas within all divisions. Share company hazard alerts
- Bring company expertise together to solve issues (ie. Dust)
- Get your employees more engaged in safety
- Demonstrate you care about safety and success, barbeques, donuts, sandwiches, get people (employees together)
- Make sure milestones (anniversaries safety) are maintained
- Tours of other facilities or companies
- Team building retreats, within shifts etc.
- Company picnics, more activities for all employees, fishing derbies.
- Make the idea comfortable that there are not stupid questions
- Safety needs to be recognized, individual recognition
- Safety needs to be as simple as possible, it's too complicated ppl more likely to cut corners. Need to work with company to make as simple as possible
- Anonymous name not in minutes
- Be a team, same in safety as production everyone cares
- Only dumb? Is the one not asked
- Be comfortable in the workplace
- Recording station so private and not in front of peers, can ask for response back
- Weekly hazard reporting form anonymous
- Near miss box, if you put your name down (if you want draw at end )
- Third week of month, safety day, one on one meeting at end of day taking charge on what we preach , lead by example



- Have a fun day outside work (social club) bbq – families come, safety people (committee to get them known) do the work
- Christmas party
- Spend a majority of time out with the workers, communication and feedback to the crew will get to it.
- Full emergency scenarios with other agencies such as fire, ambulance participating, shock value and emergency response practice
- Involve employees in poster campaigns, use them in the pictures
- Don't care about looking stupid
- Safety is monitored and reported at the end of the year. If safety performance is not what is required a percentage of wages are deducted from next year's wage (salary)
- Safety meetings, worker side has say whether a job is done and not company saying job or idea is "cost prohibitive"
- Make it mandatory for people to be on safety committee for attend meetings
- Everyone should take incident investigation course
- Suggest unlimited amounts at training increase hours for lockout and doc for hourly workers (in Hawaii)
- Have motivational speakers come talk to all employees
- Make managers take a turn working production, doing grunt work
- Safety fun-day – shutdown, day focus on safety
- Cover large white walls with safety slogans positive statements, where seen from work areas
- Supervisors and managers in dunk tank or pie throw to celebrate safety milestones.
- Database to track investigations reported hazards all managers can access.
- Plaques posted at entrance for accident free years, 5, 10, etc and list names
- Board displaying M/R something showing trends
- Crew meetings, once a week, once a day hazard reporting / voice to people
- One day a month meeting on safety
- The question is not are we safe but are we trustworthy.
- Lead by example if you question yourself as a leader people will question you.
- Peer to peer reporting / investigation. Team work would look stupid asking to reinstate a program that I believed worked but was dropped as a company
- Thinking out side the box ideas. Example – Training Buffet meeting
- Negatives vs. Positives, positive reinforcement.
- Cheesy safety presentations, mascot skits, songs drama

