

Developing First Line Safety Leaders

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Background



- Domtar came together in 2007 from the parts of various other companies
 - Weyerhaeuser (Weyerhaeuser & Willamette)
 - Domtar (EB Eddy, Domtar, Georgia Pacific, Nekoosa)

- The ‘new’ company was a bit of a melting pot...
 - Many different... cultures, standards, processes, backgrounds, expectations
 - Not uncommon in a ‘merging’ industry

- Safety results were shaky
 - 2.14 total incident rate in 2007
 - 1.98 total incident rate in 2008
 - Lots of safety opportunities & challenges...
 - Incident investigation
 - Communication
 - Mill networking
 - Policies
 - Auditing
 - Behavior based safety

The 'NEED'



- 2009 – mill managers meeting...
 - Identified safety leadership development as a critical, missing need
 - First line managers, leaders and supervisors need to be trained in how to be safety leaders... and they were not
 - Leadership viewed as a key leverage to move the safety 'needle'
 - First line leaders must lead and engage their employees
 - But they did not have the tools or developed to do so

- So, what is leadership?
 - Many different, varying, applicable definitions
 - Critical few...
 - Facilitate a group of individuals to achieve common goals and objectives
 - Develop skills and abilities in a group of individuals
 - Resolve conflict & ensure compliance with norms and procedures
 - Lead problem solving
 - Develop tactical plans using all available resources
 - Interface between the company and its employees

The 'PLAN'



- Identify and procure third party support – late 2009
 - Contracted with Det Norske Veritas (DNV) to develop & conduct training

- Develop strategy
 - Train all salaried supervisors/managers and some hourly leaders
 - Train at each site
 - Supported by Sr. managers - *visibly*
 - Opened & closed meetings
 - Plant leadership team involvement
 - Identify & agree on training scope – Domtar and DNV jointly
 - Ensure the fundamentals are included
 - Survey all mills and Converting sites
 - What does consensus say?
 - Develop challenging schedule- critical priority to get it done

Execute & Track



- All mills have completed training
 - Over 1080 leaders
 - Plan to touch new leaders – trained mentors
 - Both ‘imports’ & promotes
 - Plan to roll into Domtar’s Distribution organization

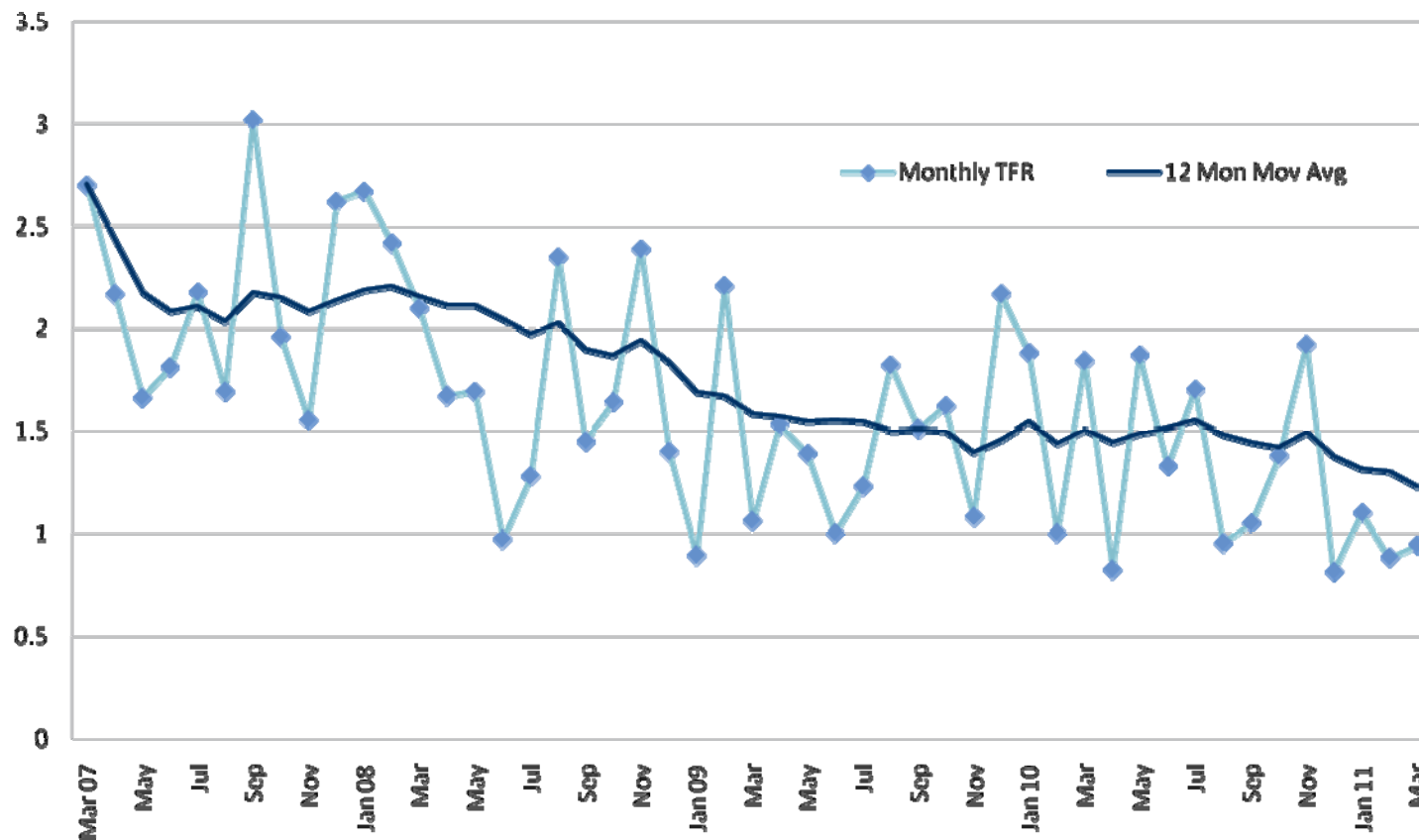
- Follow up plan
 - Audit the results – slightly variable by mill
 - Personal improvement plan and identified activities – an outcome component
 - Roll into personal performance goals ... and track

- Positive input and feedback
 - Not surprising – if a lack of training exists in the first place
 - Impactful? Culturally changing? Time will tell...
 - Early indicators are positive

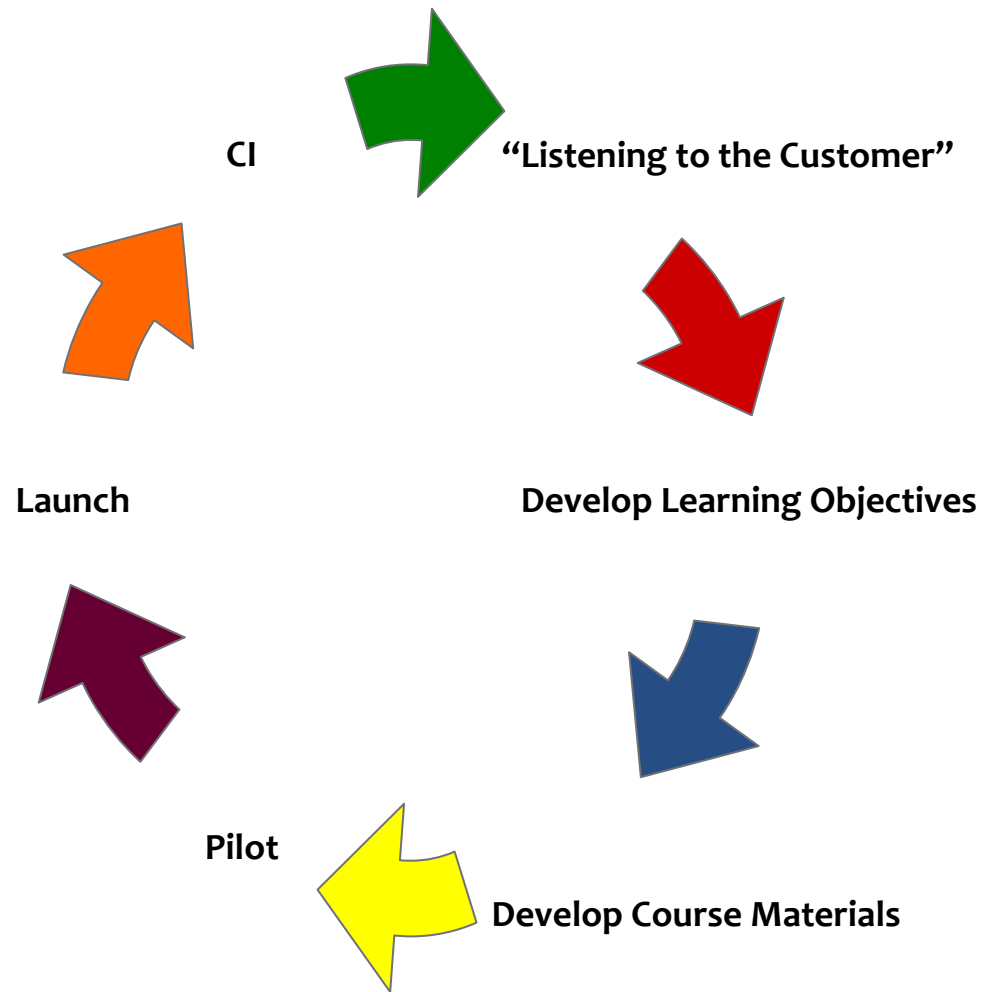
Safety Results



- Safety results are improving...
- Leadership is a huge component



The Process



Critical Messages



- Safety is a line management function.
- Success is about leadership, not management.
- Safety leadership skills are not completely intuitive.
- Risk competency is critical.
- There are timeless, fundamental concepts that support effective safety performance.
- Effective training must be interactive, engaging, fun.
- Training never helped anyone!

The Course



- Pre-Course Perception Survey
- Senior Leadership Commitment
- Understanding the Perception Survey
- Safety Leadership
- Understanding Practical Risk Identification, Assessment, and Control
- Basic Concepts of Loss Causation
- Leading Conformance to Work Controls
- Conducting Effective Inspections
- Conducting Effective Safety Meetings
- A Case Study
- Case Study Presentations
- Course Examination
- Personal Action Plans