Developing First Line Safety Leaders

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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
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

CI → “Listening to the Customer”

Launch → Develop Learning Objectives

Pilot → Develop Course Materials
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