

Goonyella Riverside Mine



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FELT LEADERSHIP

A review of safety performance

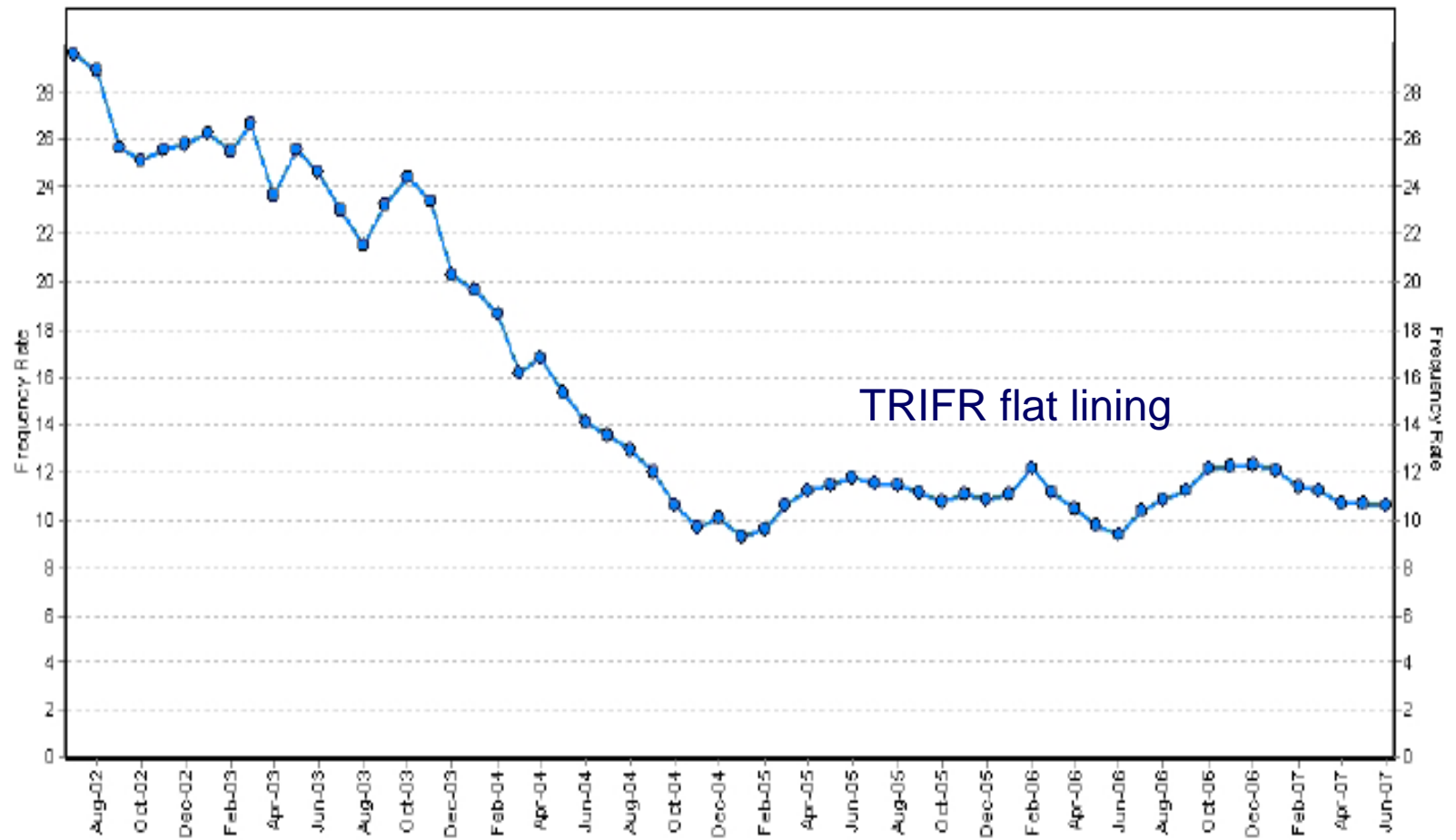


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- *A look at our historical trends in June 2007 revealed that we had stopped improving and in some cases we were going backwards.*

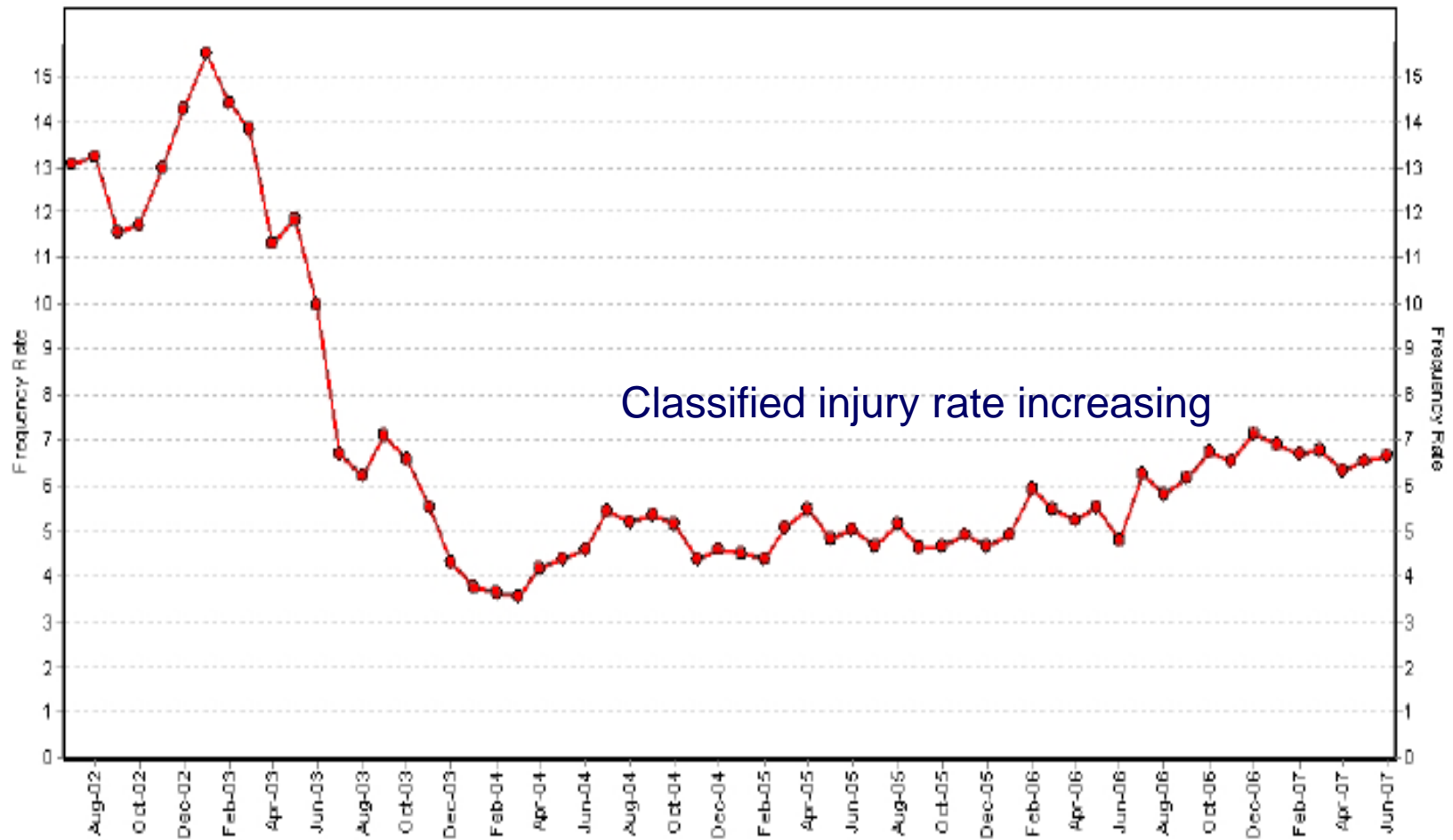
12 month moving average - TRIFR

Goonyella Riverside Mine - BMA - Employee/Contractor



12 month moving average - CIFR

Goonyella Riverside Mine - BMA - Employee/Contractor

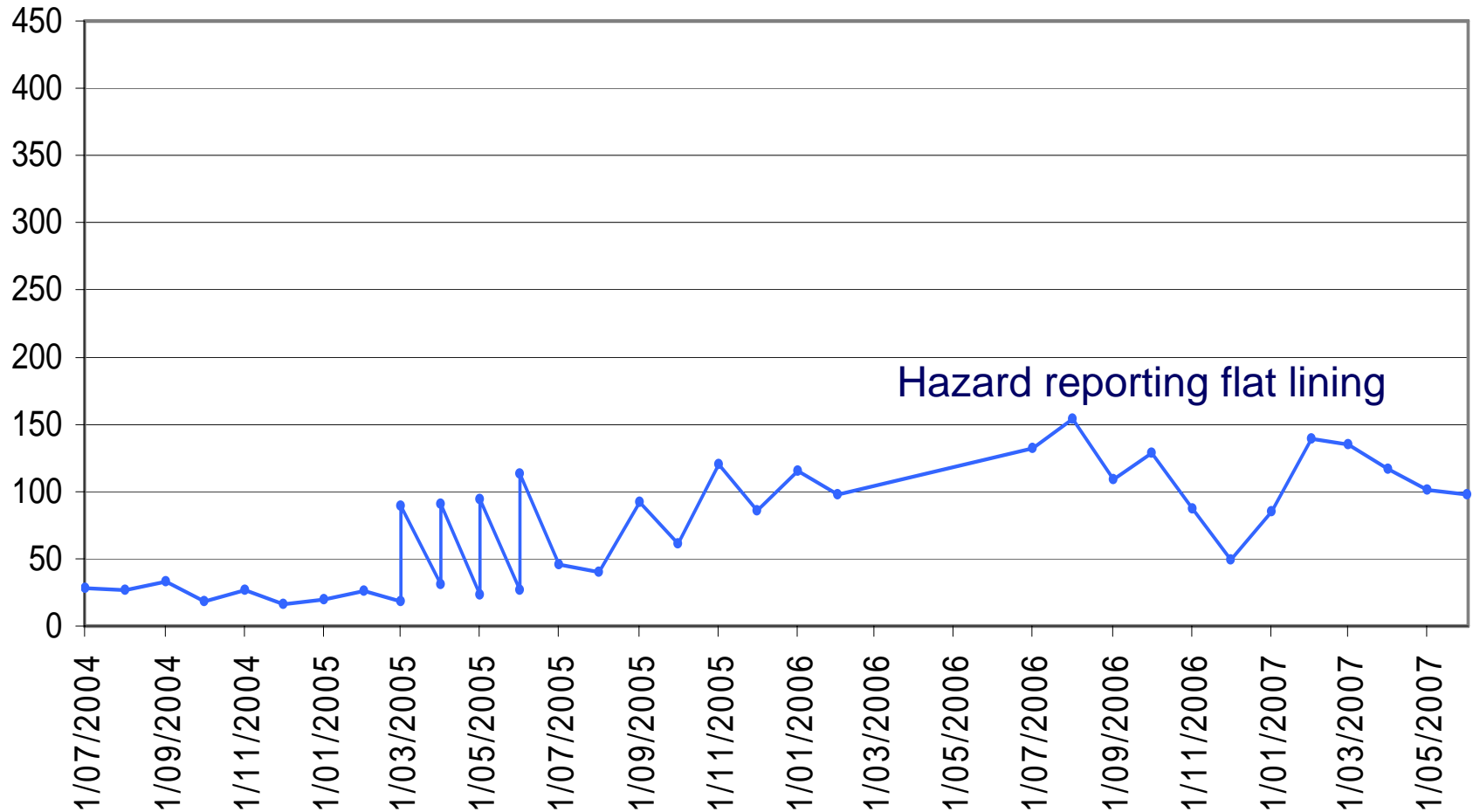


Hazard reporting



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Goonyella Riverside Near Miss / Hazard Reports



A strategic and tactile perspective



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- *From a strategic view it was obvious that we needed to do something different.*
- *From a tactical perspective, the site was continually being bombarded with new initiatives, all claiming to be the silver bullet.*
- *The initiative overload was challenging our capacity to implement and accept change.*

Safety and Health Management System (SHMS)



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- *A review of the SHMS revealed that all of the elements to achieve our desired outcomes were in place.*
- *What was missing?*
- *Hazard Reporting :- Over 100 per month*
- *Incident Investigation :- ICAM used for all Significant incidents*
- *Behavioural Based Safety :- Safe Act Observation process in place*
- *FRCP etc*

Action plan



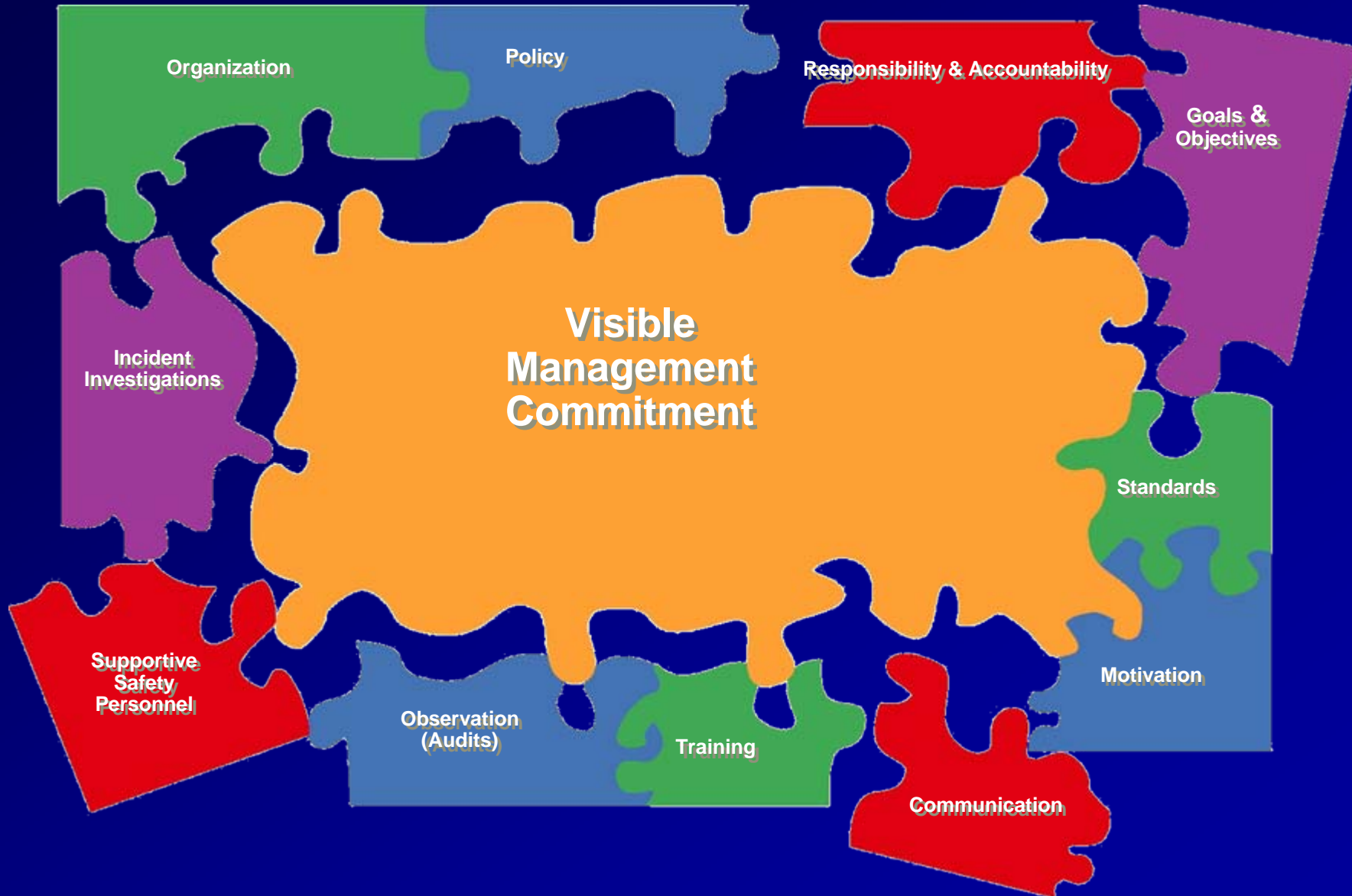
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- *After consultation with the Goonyella Riverside Leadership Team, it was decided that we would do nothing new.*
- *But, we would do everything better*
- *We called the initiative "FELT LEADERSHIP"*

Lesson's from DUPONT



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Organization

Policy

Responsibility & Accountability

Goals & Objectives

Visible Management Commitment

Incident Investigations

Standards

Supportive Safety Personnel

Motivation

Observation (Audits)

Training

Communication

What is FELT Leadership?



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- *One of the top differentiators between a good and great safety culture.*
- *The first step is to establish safety as a core business value which is integral to the very existence of the organisation.*
- *Helps employees see how their own accountability can have direct effect on financial and physical well-being.*
- *Part of building a SAFETY CULTURE.*

Where does FELT Leadership start?



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Felt Leadership starts at the top

- *Senior Site Executive (SSE) – Steve Rae*
- *Active involvement by the SSE sends a clear message that leadership is:*
 - *not only about driving revenue and contributing to shareholder value; but about*
 - *preservation and protection of our organisation's most valuable resource – our employees.*

Going beyond talking about safety



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- *Management must actively involve themselves in:*
 - *High potential and serious incident investigations*
 - *Review of reports to ensure appropriate action and communication have taken place to prevent recurrence*
 - *Setting goals and objectives to establish expectations for line management*

Leadership principles that define FELT Leadership



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- *Visibility within the organisation*
- *Relentlessness about making time with people*
- *Recognition of the role as teacher/trainer/coach*
- *Development of own safety functioning skills and passing them along to the organisation*
- *Behave and lead as others would be expected to do*

Leadership principles

that define FELT Leadership (cont'd)



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- *Maintenance of a self-safety focus*
- *Confirm and reconfirm safe production as the number 1 value*
- *A continued emphasis and clarity around safety expectations*
- *A visible passion for ZERO injuries, illness and incidents*
- *Celebration and recognition of ZERO HARM success*

FELT Leadership action plan



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- *Hazard Reporting :- KPI process that visually and publicly paints an accurate picture of each department's performance with clear expectations continuously reinforced by management.*
- *Incident Investigation :- All Superintendents are trained as ICAM leaders. Two Superintendents assigned to every ICAM. Laser focus on the implementation of higher order controls. Rigorous review process.*
- *Safe Act Observation :- Initial focus on quantity, followed by a structured approach to address quality of observations through a layered coaching process. This process has also improved our visual safety leadership.*

Types of safety contacts



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- *There are three Felt Leadership processes:*
 - *Coached Observations*
 - *Task Observations/ Critical Task Observations*
 - *Safety Observations (Safe Act Observations)*

- *Each process has a similar concept but a different purpose.*

- *All involve people examining work practices in the field.*

Coached Observations



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Who should be involved?

Two layers of leadership eg:

- *General Manager and Manager*
- *Manager and Superintendent*
- *Superintendent and Supervisor/Team Leader*

Coached Observation Process Overview

Pre-start meeting

- *Discuss last observation and actions*
- *Identify topic*
- *Assign roles*
- *Discuss applicable standards, procedures & protocols*

Post -observation discussion

- *Discuss observations*
- *Action close out*

Task Observations (TO) & Critical Task Observations (CTO)



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Who should be involved?

- *Task Observations should be conducted by the Supervisor/Team Leader or a team member.*
- *Critical Task Observations should be conducted by the Manager or Superintendent.*

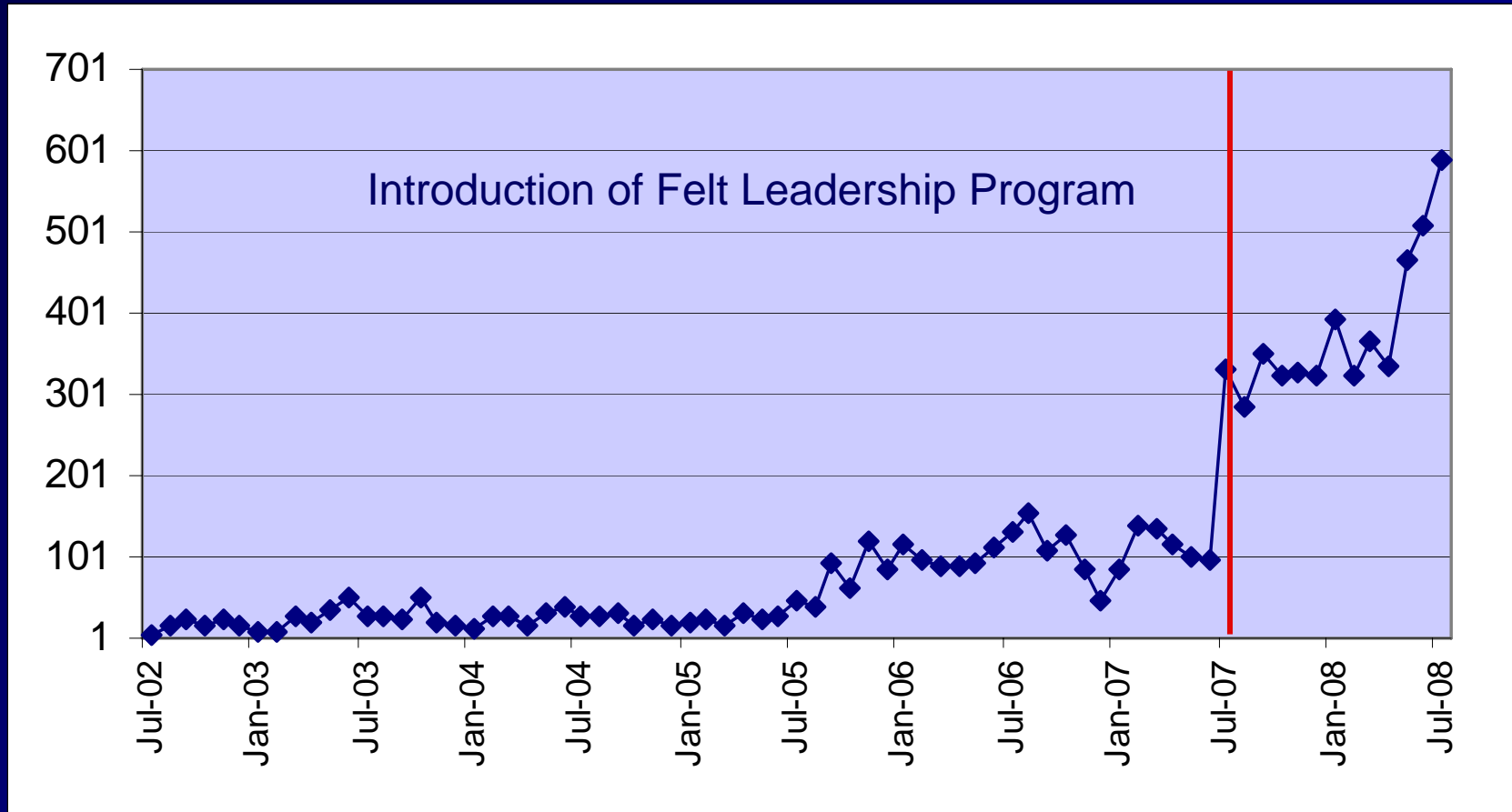
Task Observation Process Overview

- *Identify procedure to observe and inform individual (s)*
- *Observe work practices*
- *Review observed practices against the procedure*
- *Action findings and provide feedback*

RESULTS – Near Miss / Hazards



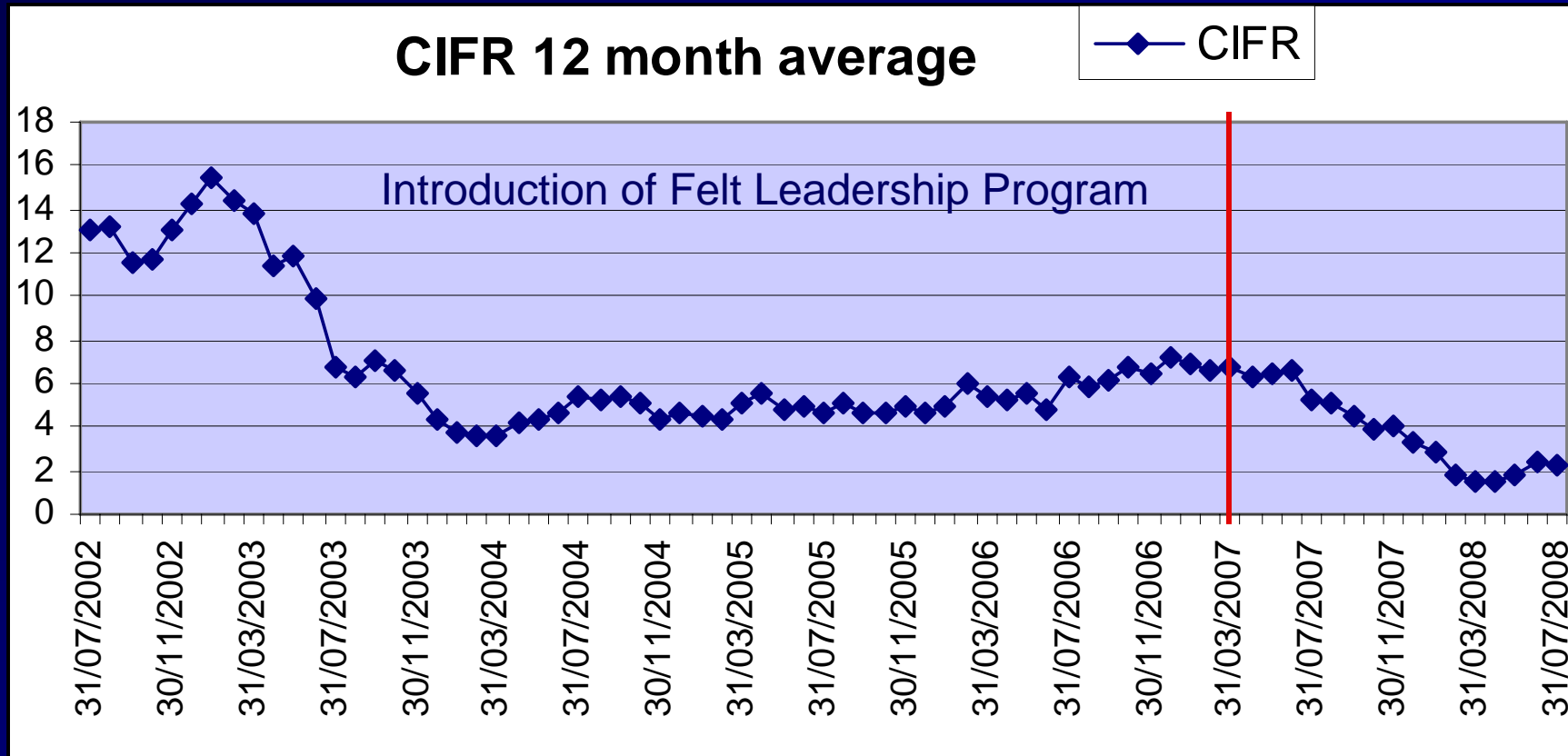
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Classified Injury Rate (RWC & LTI)



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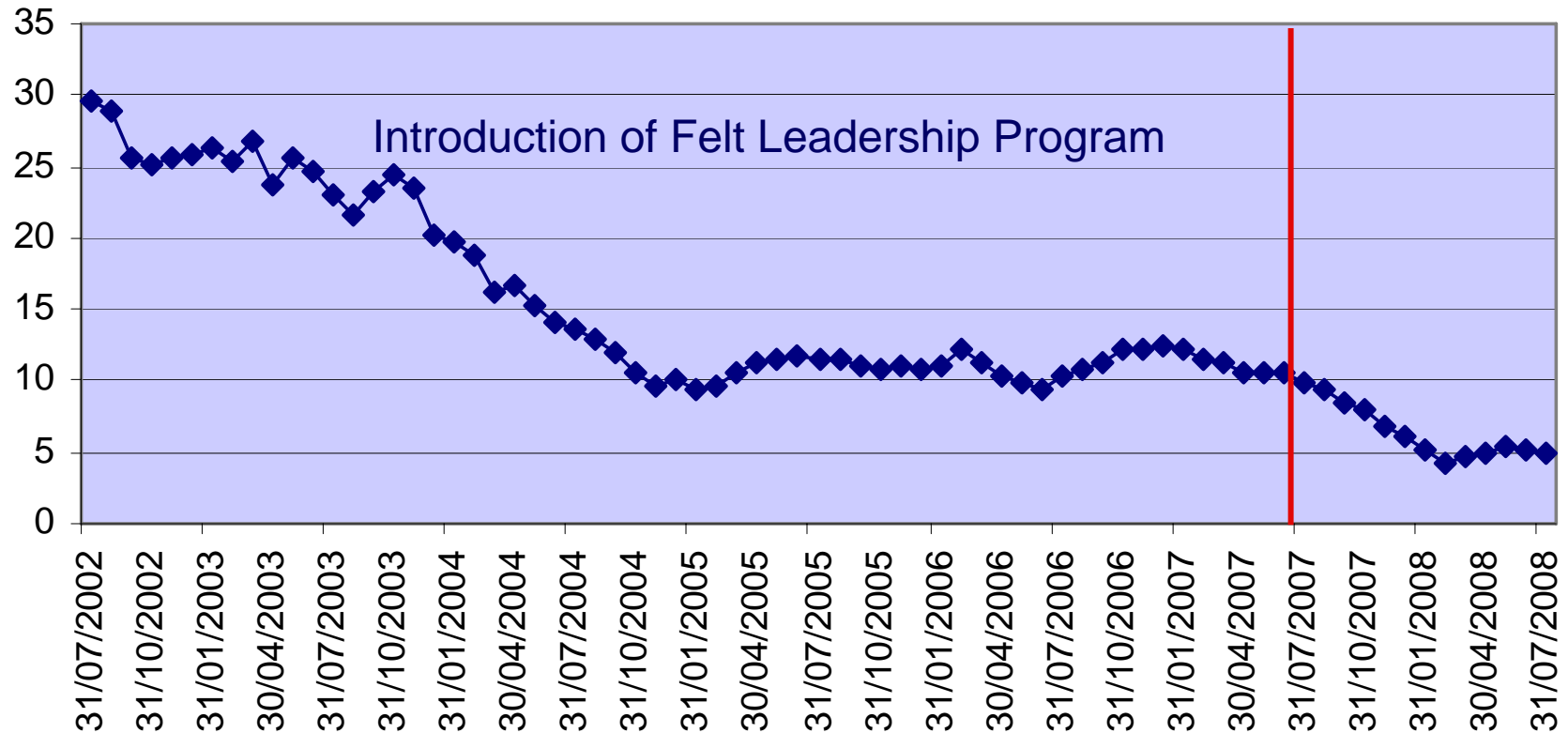
Total Recordable injury Rate (MTC + RWC + LTI)



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TRIFR 12 month average

◆ TRIFR



Conclusion



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- *Are we where we want to be? Not yet*
- *Is there still plenty to do? Definitely*
- *Key message to leave you with:-*
 - *We often underestimate the impact leadership has on site. Safety is hard work. Commitment, tenacity and discipline can be the deciding factor that determines success or failure.*