

## DuPont Safety Resources

BUILDING A SAFER WORLD®

“Once managers were seen to take the safety lead, our employees proved willing to change their habits. Employees recognized the company is taking action to ensure people won’t get hurt. It’s a strong message that says management is not afraid to confront and address unsafe behavior.”

— GASTON LABBÉ, SAFETY SUPERINTENDENT,  
FRASER PAPERS, THURSO PLANT

### MANAGEMENT PARTICIPATION REVIVES PULP MILL'S SAFETY EXCELLENCE

#### CHALLENGE

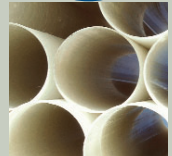
After four years of continuous safety improvement, Fraser Papers had achieved an above average safety record within the Canadian Pulp & Paper industry — and its Thurso, Quebec pulp mill one of the lowest injury rates within the company. Yet for some reason the mill’s safety performance had leveled off. The challenge: to re-energize safety excellence.

#### SOLUTION

Knowing that employees must never be held solely accountable for their safety behavior, DuPont Safety Resources set about teaching safety leadership principles and techniques to the mill’s senior managers, superintendents and first line supervisors.

#### RESULTS

Now accountable for safety, management has taken to heart the DuPont learnings, among them worker observation and auditing, incident investigation, and effective employee communication. Within just 12 months, the Thurso operation almost halved its injury rate, becoming one of the safest pulp mills in the entire province.



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### MANAGEMENT LEADERSHIP RE-ENERGIZED ATTITUDES TO SAFETY

In 1999, after four years of safety improvement, Fraser Papers' pulp mill in Thurso, Quebec plateaued at an injury frequency rate of 5.89 (per 200,000 man hours) — equivalent to 20 recordable injuries a year, mostly from steam and chemical burns.

For behavior-based safety initiatives to succeed long-term, counseled DuPont Safety Resources, management must visibly demonstrate its concern for worker well being. Ongoing support and "felt leadership" were needed to influence a change of behavior. Lacking this key ingredient, Thurso's once successful safety program had lost momentum.

Managers learned to conduct scheduled safety audits, investigate root causes, and record their observations against four measures: unsafe behaviors, unsafe conditions, non-respect of safety procedures, and safe behaviors. Graphs depicting these measures show where workers are performing well, and where they need improvement.

The effect has been a dramatic change in attitude among both workers and managers — the latter now held accountable for safety as well as productivity. "We are more aware of what's going on and are able to make better decisions when evaluating and correcting risks," says Safety Superintendent Gaston Labbé.

Safety excellence, a steady progression toward zero injuries, is again within reach. The Thurso mill finished 2001 with 12 recordable injuries, equivalent to a 2.25 rate, and is on target to continue improving.

Stamford, Connecticut-based Fraser Papers Inc., runs seven pulp manufacturing plants across Quebec. The Thurso mill employs 425 to produce 244,000 metric tons of bleached hardwood pulp using the Kraft process. Its five pulp grades, including a specialty pulp for making photographic base paper, are marketed throughout North America and Europe. Fraser Papers is part of Nexfor Inc., a forest products company.

"The main difference between DuPont and other safety consultants is the hands-on experience of those doing the consulting. While others know the theory, the operations experience and credibility [of DuPont consultants] quickly overcame any skepticism among our managers."

— Safety Superintendent Labbé

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