

Leadership Excellence in Health and Safety

Presenters:

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**The Conference
Board of Canada**





November 20, 2019

Safety leadership at Imperial

Minerva Canada - Conference Board of
Canada webinar

Dan Lemoing

Outline

- Imperial overview
- Safety management journey
- Operations Integrity Management System (OIMS)
- Role of leadership
- Leaders...where do they come from?
- Management vs. leadership
- CARE: behaviours of effective safety leaders

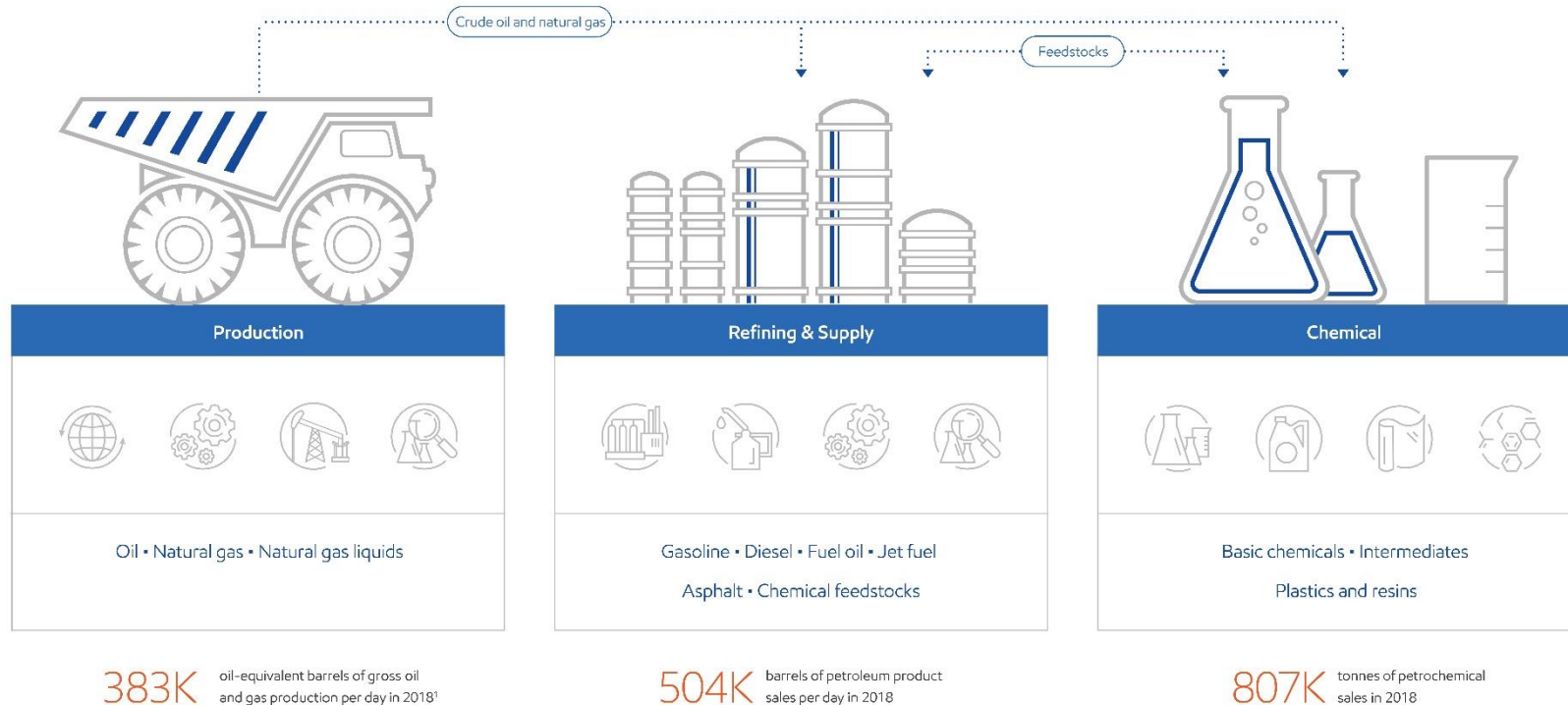
Imperial overview

Canada operations

Upstream: operations include the exploration for, and production of, crude oil, natural gas, synthetic oil and bitumen.

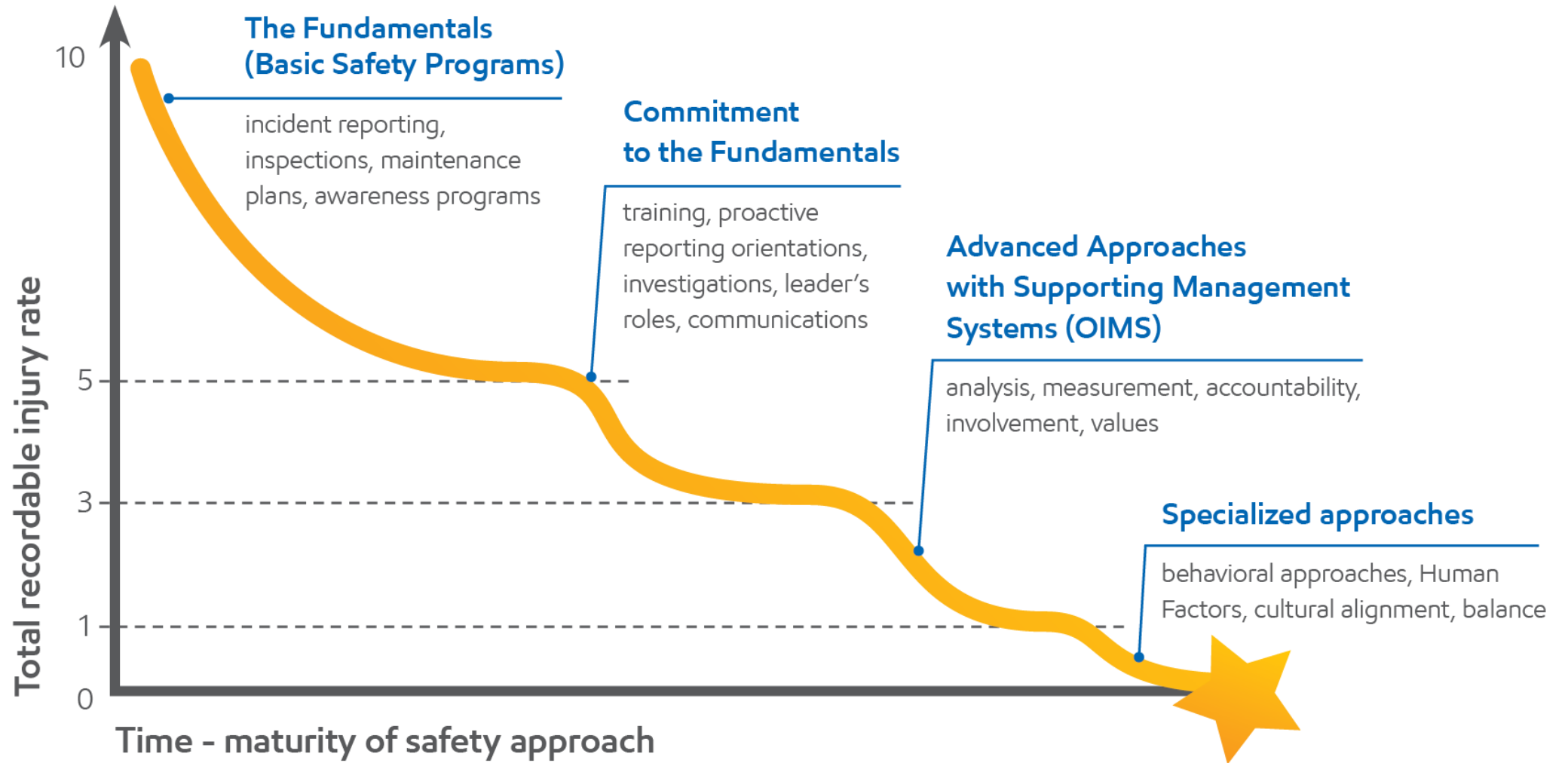
Downstream: operations consist of the transportation and refining of crude oil, blending of refined products and the distribution and marketing of those products.

Chemical: operations consist of the manufacturing and marketing of various petrochemicals.



¹Natural gas converted to oil-equivalent barrels using 6 million cubic feet per 1,000 barrels.

Safety management journey



Operations Integrity Management System

OIMS 11 elements



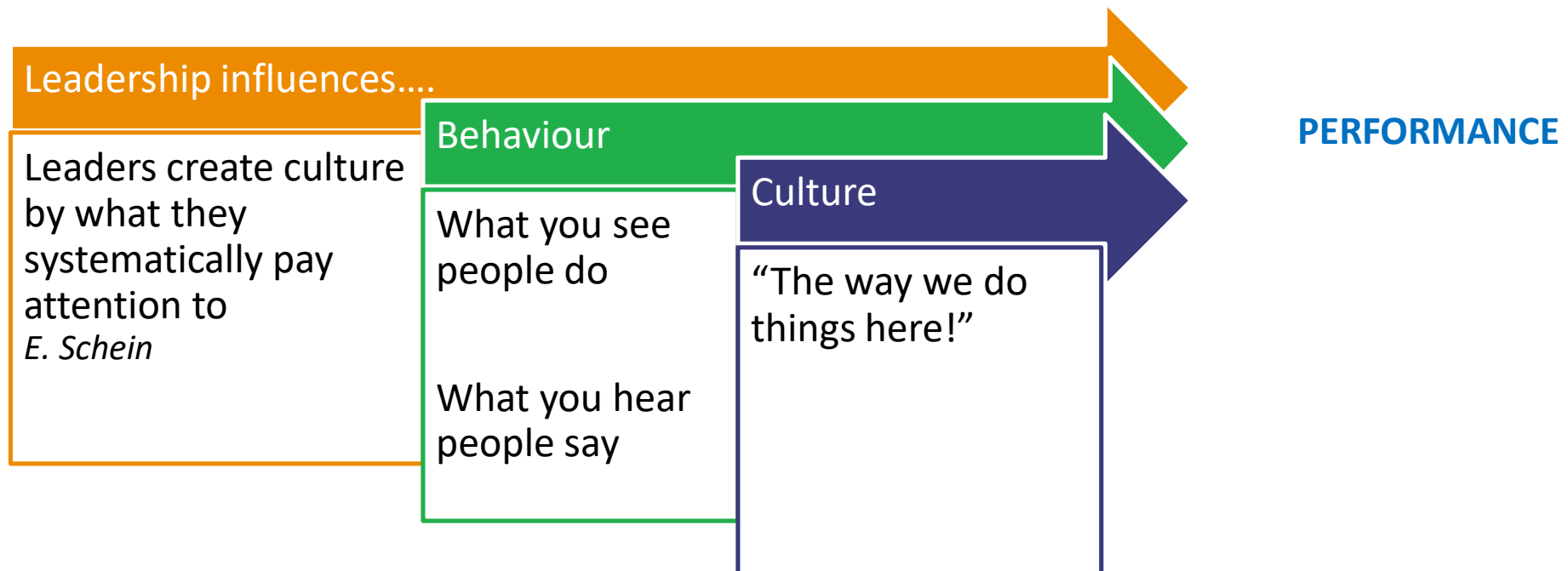
OIMS effectiveness reflects the local SSH&E Culture

Leadership influences Behaviour, which drives Culture

Role of leadership

“The culture of safety starts with leadership – because leadership drives behaviour and behavior drives culture.”

Rex Tillerson,
former chairman, president and CEO of Exxon Mobil Corporation



Leaders... where do they come from?



New supervisors



Promoted from within



Good at their jobs

Leaders... where do they come from?



New supervisors



Promoted from within

Good at their Jobs

- Communication
- Planning and Organizing
- Technically Competent
- Sound Decision Making

Good leaders

- Motivational
- Inspirational
- Visionary
- Credible
- Have integrity
- Empathetic



Leadership vs. management

	Management
Charting the course	Planning and budgeting Details, timetables, resource allocation
Developing	Organizing and staffing Structure, roles, policies and procedures, systems
Executing	Controlling and problem solving Monitoring results, identifying deviations, organizing solutions, focusing on task
Achieving results	Predictability and order Focus on incremental results

Leadership vs. management

	Management	Leadership
Charting the course	<p>Planning and budgeting</p> <p>Details, timetables, resource allocation</p>	<p>Establishing direction</p> <p>Vision, values, purpose, strategy and innovation</p>
Developing	<p>Organizing and staffing</p> <p>Structure, roles, policies and procedures, systems</p>	<p>Aligning people</p> <p>Communicating directions, influencing, creating teams and coalitions</p>
Executing	<p>Controlling and problem solving</p> <p>Monitoring results, identifying deviations, organizing solutions, focusing on task</p>	<p>Motivating and inspiring</p> <p>Energizing people, overcoming barriers to change, focus on people</p>
Achieving results	<p>Predictability and order</p> <p>Focus on incremental results</p>	<p>Driving change</p> <p>Drive new programs, processes and behaviors</p>

*Success requires supervisors to **exhibit both characteristics***

CARE: behaviours of effective safety leaders

Credibility: say what you do . . . do what you say

Credibility – Honest and reliable; treats others with respect and dignity; gives honest information about performance; follows through on commitments.

Action: commit yourself and others to achieve desired results

Action orientation – Enthusiastic; performance oriented; focused on the most important priorities; proactive rather than reactive in dealing with issues.

Resolve: never give up on the pursuit of SSHE – OIMS excellence

Vision – Paints a compelling picture of the desired future of SSHE; challenges and inspires people around the vision.

Accountability – Sets clear responsibilities; fosters a sense that people are responsible for the performance of their groups.

Engagement: listen, consult, involve and communicate

Communication – Actively listens; keeps people informed; creates an environment in which communication and feedback is constructive and encouraged.

Collaboration – Promotes cooperation and working together; asks for and encourages input; gains commitment from the team before implementing changes; supports decisions that others make on their own.

Feedback and recognition – Gives individualized feedback on SSHE behavior; publicly recognizes contributions of others; finds ways to celebrate accomplishments.

Internal Responsibility System

- Lays out three tiers of responsibilities:
 - Employer
 - Supervisor
 - Worker
- Hierarchical in nature, and matches large business
- Small businesses - the employer is the supervisor
- Do not have internal EH&S support teams
- Rely on consultants and contractors to fill in the gaps



University & College Sector

- We are all large businesses
 - Internal EH&S teams
 - Consultants to support various tasks
 - Policies and procedures
- We are Hierarchical
 - student/degree granting
- We are not Hierarchical
 - line management perspective



Culture

- The “culture” in any research laboratory is different from that in any other laboratories
 - Impacted by the supervisor, the graduate students, and particularly the senior researchers
- Any single “department” can have multiple “cultures”



Outreach Activities

- Industry sectors meet
 - Chemicals, compressed gases, oil & gas)
 - Share best practices, learnings and incidents
- Regulators work with the industry sectors
- Universities and Colleges EH&S teams meet together – but rarely with the faculty
- Exchanges with unrelated sectors is rare



Safety Training

- Industry training is regular & defined
 - both new content and refresher
- The expectation is for a continuous upgrading of skills and knowledge
- Universities & Colleges train once - pass the course, and you know everything, for life



e-Learning

- Faculty are able to learn quickly
 - Teaching materials targeted at students, also teach the faculty
- We need to get faculty to incorporate these products into their programs
- We need these products in the graduate programs - to train the next generation



The Cultural Expectation?

- ‘We look out for each other’
 - We want our people to succeed
- This includes wearing PPE, and following procedures, training (and refreshers)
- This includes mental health and harassment





Thank you!

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