

INCIMMET: A process of cultural strengthening

Inspired by well-being and human development and having safety as a personal value, INCIMMET with support from dss+ has successfully carried out a process of cultural strengthening of its operations.

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INCIMMET specializes in the excavation, solution design, and implementation for the mining industry. It operates in this very representative industry because its passion is interacting with rocks and minerals. With a clear vision of the value of safety for its organization, it has consolidated itself as one of the most recognized companies in Latin America in this segment in Peru and Colombia.

In 2018, INCIMMET leadership decided to work more intensively in order to strengthen the safety culture of its operations, counting on dss+ as a partner.

The initial steps included the diagnosis of the organization's safety culture, the development of a safety vision and the establishment of a strategic action plan to put that vision into practice. From the very beginning, INCIMMET leadership decided to move to a higher cultural level in order to position itself among the best organizations in terms of safety in Peru and Latin America. The lines of action in the strategic plan addressed the management of the most critical safety risks for operation, oriented to caring for people.



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Process

INCIMMET formed a leadership team for Safety, Occupational Health and Environment. The group determined that, in order to implement the best safety practices, it needed to redefine the command line's roles and responsibilities based on the concept of Visible, Demonstrated and Sensitive Leadership as a transformation engine, as well as on practice and knowledge about management tools.



Case Study. INCIMMET.

In a two-year period, INCIMMET implemented the best international safety management practices, with emphasis on Operational Discipline and Behaviour Observations. In this way, it can bring the value of safety to the routine of INCIMMET employees, expressing it in field activities.

"Exercising Operational Discipline contributes to a solid safety culture, through strict and continuous compliance with standards, procedures and norms, thus ensuring that operations are carried out in a correct, consistent and safe manner."

INCIMMET CORPORATE SAFETY MANAGER

"The Visible, Demonstrated and Sensitive Leadership is always present, direct and active, establishing a vision for the team. It communicates this vision with passion, acts with consistency every day and periodically evaluates progress with its team."

INCIMMET CEO

The way to obtain better results also included the implementation of the best practices of Structured Organization, Incident Investigation, Communication, Motivation and Awareness, and Management of Third Parties. It involved all INCIMMET teams so that all operations become committed to safety in the same way that senior leadership had done. The strategic and operational work teams led the best practices and made the accountability and monitoring processes more dynamic, which are essential for the solid advancement of the organizational culture.



"With the best practices, the safety culture has been expanded and focused on prevention, thereby minimizing losses and leaving leadership at a command line that is visible, demonstrated and sensitive through the safety awareness development."

INCIMMET PROJECT MANAGER FOR THE CERRO LINDO MINING UNIT

INCIMMET's growth has accompanied its cultural evolution, validating that safety is good business that is capitalized not only in terms of less losses, confidence and commitment to business goals, but also based on more mining operators that wish to have INCIMMET as a strategic partner.

Case Study. INCIMMET.

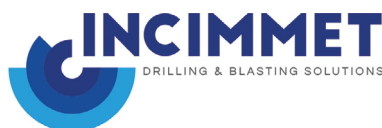
"Developing behaviour Observations allows us to strengthen safe attitudes, as well as modify risky postures, with our employees' commitment to change, thus generating increasingly safer operations."

INCIMMET UNDERGROUND MINING MANAGER

Benefits

One of INCIMMET's biggest challenges was to move from the traditional approach, which depended on safety professionals, to a more modern approach, in which safety depends on the command line that, through coherent behaviours, makes people experience the value of safety.

That was how INCIMMET, in its process of cultural transformation in the safety area, considering its teams and the risk management system for its operations, reached the "independent" level, evolving from a culture of compliance to a culture of commitment. This fact was detected in the results of the last safety culture diagnosis carried out in February 2020.



The corporate value of safety has been internalized as a personal value



The accident frequency rate was reduced by 62%..



Recognition of safety performance by current customers has improved and has also become the key attraction for prospective customers.



The accident severity rate dropped 98%.

dss⁺

Protect. Transform. Sustain.

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