

Process of transformation towards a culture of commitment to safety

Based on the Fundamental Values of UNICON and the firm conviction that Safety is Good Business, UNICON and dss⁺ have successfully completed the first phase of the Cultural Strengthening Process in their mining operations.

In an organisation like UNICON, where doing the right thing is one of the Premises, working to improve the way risks affect the safety of the people, is NON-NEGOTIABLE. Thus, in 2017 the UNICON Leadership made the decision to focus on addressing the critical risk of its mining operations and to move the organisation from a Culture of Compliance to one of Commitment.

The process began with the realisation of a Diagnosis of the Organisation's Safety Culture, the generation of the Organisation's Safety Vision and its formal integration into the Business Vision. Later, the Leadership analysed the strategic lines of action proposed by dss⁺ and developed the action plans to facilitate the organisation to achieve its objectives in the area of security that were part of the Implementation phase.



"One understands that monitoring people to make them aware of security is unsustainable and not feasible."

Process

The first stage of the Implementation phase, which lasted a year, based on strengthening leadership skills, where the participants could be true agents of change towards a culture of commitment to safety, with the accompaniment of the governance of the critical risks of mining and concrete operations, to improve execution. This allowed the organisation, to advance in two fundamental axes: the human one - through the implementation of the security leadership program that enables a leader who is capable of transforming himself, in order to transform his work teams; and the technician - through practices for risk management at an operational and tactical level.



"A few years ago, we were surprised to analyse that despite managing many Management tools and National Security Committees, our staff acted only for compliance. One understands that monitoring people to make them aware of security is unsustainable and not feasible. Therefore, we decided to move from that reactive stage, to a culture of safety where at all times, and without having a supervisor nearby, all our workers act safely."

UNICON Operations Manager

The path to results in the first stage of the implementation phase has involved various activities: building a shared understanding around what is visible, and felt leadership in the field; with and from the people, the disciplined performance of rituals security; the effective realisation of behavioural observations; the conduct of investigation processes of incidents and accidents led by the owner of the area, and close monitoring of activities with critical risk in the operation, among others.

All this has been possible thanks to the effective deployment of actions from the tactical committees, visible and demonstrated Leadership, Critical Processes and Competencies, Safety of Facilities and Equipment, Behaviour Observations and Investigation and Incident Analysis. Who permanently disseminate and capture clear messages to the members of the organisation around the safe behaviours that the organisation expects of them and the disciplinary measures established to reinforce Zero Tolerance.

"I, as Chief of Operations of Cerro Lindo, have learned that everything that happens in the Plant is My Responsibility, and I assume that Responsibility. Our commitment to make Security as a Value, it's inherent to our daily work, every day we wake up and act with Security".

Project Manager at UNICON Plant - UM Cerro Lindo.
(Client: Nexa Resources)

"Our commitment to make Security as a Value, it's inherent to our daily work."

Along the way to strengthen the safety culture, the organisation has been traveling the learning curve towards a culture of commitment, generating a renewed awareness of leaders about the expected behaviours of a member of the organisation. All this process, lived in the light of a mining culture in Peru that traditionally focuses on production goals, but which, within the scope set by UNICON, has managed to evolve, adapting to a cultural space where production and safety do not compete and for On the contrary. They coexist, increasing flexibility to respond to the dynamic needs of nearby interest groups.

"What remains here on the road is to deploy, to deploy the concept of zero accidents through Visible Leadership."

Head of Operations at the UN Mining

"To deploy the concept of zero accidents through Visible Leadership."

In the second stage of implementation, which has been extended for an additional year. The process of strengthening leadership competencies in security has been transited to the strategic level, with all levels of leadership now involved. The level of relevance that they place on security will be the north that dictates where the organisation wants to move in accordance with the commitment, commercial leverage for this competitive advantage and improvements in the organisation's security management indicators. They obtain better benefits for security and for the business.

Case Study.

UNICON.

Results

Some of the benefits obtained by the UNICON organisation in the first year are:



Safety was established as a Corporate Value by the entire organisation through "We Follow the Rules by Conviction"



For the business, this represented the loyalty of the main UNICON client for the Concrete Launch, Renewal of contracts and Recognition of Safety Performance by UNICON clients.



Accident Frequency Index decreased by 71%.



The Severity Index by 99%.

"We have improved a lot, not only in the Safety indicators, but also in what we talk about in the company, in how we communicate with customers, the priority we give to safety, the investment we dedicate to it, because we have to invest in this, it is not free. And although I cannot give a number, we have started to recover business that we had lost. "

UNICON General Manager.

Other results at the management level are:

- Leadership alignment in what are the critical risks of the operation.
- Greater control over the most critical risks.
- Establishment of the governance structure to manage the critical risk of the operation at the operational, tactical and strategic levels.

- Strengthening of customer relationships.
- Recognition at the leadership level of opportunities for improvement in relation to the Investigation and Analysis of Incidents and Behavioural Observations and joint operational, tactical and strategic work to improve these practices.
- Improvement of equipment and machinery integrity through agreements with suppliers.
- Improvement of the efficiency of the operating process.

The objective of UNICON continues to be that each one of its collaborators arrives safely home, for that reason they maintain their firm decision to move forward and make every effort to achieve it, always aiming at Business Sustainability.

"This transformation process, if we do it well, will bring the benefit of greater operational science, less cost for hours not lost, and in the end it will make the organisation increasingly competitive, always enough and always at the forefront."

UNICON Director.

"And in the end it will make the organisation increasingly competitive, always efficient and always at the forefront"



dss⁺

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