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# LET'S GET STARTED

## LEADERS' TOOLKIT



READ: How to use this toolkit



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# WHAT'S THIS ALL ABOUT ANDREW ROBERTS?

The most important role of any leader in any context is keeping people safe. Whether you're leading a team, a family or a community, your first concern should always be the wellbeing of those you lead. As a leader at Arrium, I know you already take safety very seriously – you + 'dn't still be here if you didn't. You know the importance of being a good role model, of identifying opportunities to improve and of empowering your people to always put safety first.

But we're asking you to go even a step further, to Swear By Safety. For me, swearing by safety is making a public commitment to your family, your colleagues, your community and, most importantly, yourself.

It's putting your hand on your heart and acknowledging that safety is your primary responsibility. Anyone who has had a team member injured or a high potential incident on their watch knows that we can be exposed to dangerous situations every day. A split-second decision, a short-cut or a mistake can have devastating consequences.

In swearing by safety, we're putting our core value of safety at the heart of every decision and action we take, every day. We're not accepting any way of doing things other than the safe way. It's a commitment. It's something every member of the Arrium Lead Team and the Arrium Board swear by. It's something I swear by. I hope you will join us in making this commitment. For Arrium. For your community. For your family. For yourself.



# WHY I SWEAR BY SAFETY

My wife Terri and my children Tom, Lauren, Scott and Emma. They're the reasons I Swear By Safety, as well as my mates at home and at work. They're the reasons that in everything I do each and every day, I minimise my risks and look after myself and those around me.

I have been in the workforce for 35 years, I have a farm and have raised four children. I am acutely aware of the risks around us each day. I have had to speak to families who have lost a mother. I have had sleepless nights worrying about my children out late at night or travelling. I myself have made poor decisions, which I have learned from.

What my years of experience tells me is that there is nothing more important than protecting yourself, your family, your friends or your workmates. All Arrium people should be very clear that nothing is more important than safety.

Anyone who feels differently has no place on our team – safety is not a 'nice to have' at Arrium, it's the air that you breathe. There is no substitute.

For that reason, I'm proud to introduce this toolkit to you to help explain what we mean when we say that we Swear By Safety. Please use this document to brief your team about the campaign, and decide what you as individuals and a team will do to really bring the message to life.

I know I can count on you to stand behind this commitment by holding yourself, your team, your friends and everyone you work with responsible for making safe choices – all day, every day.

I Swear By Safety, and I trust that you will too.



# WHY I SWEAR BY SAFETY

I've been in the mining and mineral processing industry for 20 years. In that time, I've seen plenty of changes. Far and away the most significant has been the evolution associated with safety. When I entered the industry, safety was a new concept; now this evolution has got us to a point where safety, productivity and profitability go hand-in-hand.

Arrium Mining (and its predecessors) has been on this same journey, at each step increasing our safety commitment to achieve world-class performance. Swear By Safety is a campaign to engage our people in the critical role that each individual plays in developing a world-class safety culture. We recognise this to be equally important to achieving our goal, as a focus on safety systems and processes.

Nothing is more important to us than protecting the lives of our people. Staying safe at work means we can be relied upon by our families and in our community, while enjoying the hobbies and pastimes we love. I swear by doing what I must to keep our people safe, healthy and free from harm.

I swear by helping our people commit to these goals for themselves, and for the people that are most important to them. It's for these reasons that I have endorsed the introduction and implementation of the Swear By Safety campaign.

This Swear by Safety toolkit will help all Arrium Mining leaders explain to their teams what we mean by Swear By Safety, and to help each team decide how they can bring it to life in their respective workplace. I ask that you each play your part in implementing it with your teams.

I Swear By Safety, and I trust that each of you will soon be making the same commitment.

# WHAT THE BLOODY HELL IS SWEAR BY SAFETY?



**WATCH:** The making of Swear By Safety video

# WHY IS THE CAMPAIGN CALLED SWEAR BY SAFETY?

Let's face it – almost everyone swears. We swear we'll eat better, exercise more, get off the couch, be nicer, or happier. We swear allegiance to a cause, a group, our club and our country.

And then, there are the things we swear by in life, the things we value and go to any lengths to protect that make our lives the best they can be.

Sure, it's bold and maybe controversial – that's its intent. The message must disrupt the community's attention, generate curiosity, provoke debate and, at the same time, we can have some fun with it. We're starting a movement for positive change and conscious action. Yes, us!





# WHY SWEAR BY SAFETY?

While safety remains at the heart of our business processes, it also needs to be ever present in our actions and, most importantly, in our hearts and minds.

Of all the resources in our growing business, our people are the most precious. And they're even more important to the families, friends and communities who rely upon, love and cherish them. We swear to protect what is important to each of us.

Our dream to become a world-class business will only be realised when we're world-class in safety. We have world-class safety codes and systems in place, but these aren't enough. The loss of our valued colleagues Darren Fox in Rockhampton, Raewynne Williams in Mackay and Jerson Aguirre in Arequipa, Peru, tragically highlights that we need to do more and adopt a different approach.

We will not rest until we are an organisation filled with people who make working safely their primary objective – people who will do everything in their power to keep themselves and their workmates safe. It's what we swear by.

Safety shouldn't be something you only think about when you turn up to work. It needs to become the way we do things, second nature; something we all believe is the best way. It cannot simply be about rules, but rather because it's the right way.

Most of us routinely put on our seatbelts when we get into our cars. We automatically look both ways before crossing the street. We look out for mates and have the courage to speak up when we see they're in danger. These actions that keep you safe in your daily life need to be part of your working life. Swearing by safety removes the doubt on how safe an action is. We're collectively taking an oath that it's either safe or it's not; it's that simple.

It's not 'how do we do it?', it's 'how do we do it safely?'.

It's not 'how do we get there?', but 'how do we get there safely?'.

Our commitment to Goal Zero makes Arrium a great place to work. More importantly, it makes it a place from which we can return safely to the people, possessions and lifestyle that we each value most and seek to protect.

It's a commitment we swear by.

**Swear By  
Safety is  
about doing  
the things  
we love  
SAFELY.**





# LEADERS LEAD BY:

## 01.

### Engaging with their people and building relationships

Engagement is a relationship, a commitment. It is being prepared for your people to engage with you, not a management activity turned on when management want something done. Leaders demonstrate their passion and commitment for safety and their genuine care for the wellbeing of their people through their conversations and actions on a daily basis. Our aim is a shared belief that all injuries are preventable and that Goal Zero is attainable for ourselves, our teams and our Company.

## 02.

### Setting clear standards

We need to focus on consistency and clarity of standards as well as leadership and engagement. We trust that everyone will do their job to the highest standard and agree they are accountable to be held to it. Safety tools and systems such as Risk Assessments, Work Permits, Take 5s and Procedures are valued and performed conscientiously by everyone in the team as a key part of preventing injury and incidents.

## 03.

### Supporting frontline leaders

Frontline leaders need time to maintain the standards, to make sure we are safely meeting our schedules for our customers. Their daily job design must enable them to comfortably do this with several discussions with each employee throughout the day. Senior Leaders need to be mindful of filling Frontline Leaders' time with lots of office based tasks or projects (they need to be taken offline for long project work).

## 04.

### Promoting involvement at every level

Senior leaders need to work harder on maintaining the outer boundaries of decision-making rights and standards as people move towards independence and interdependency. Employees will be involved in all aspects of safety including incident investigations, audits, procedures, safety observations, pre-start checks, toolbox meetings, visits and training.



## DUPONT'S JAMES RIVER PLANT



DuPont is a science and engineering company with a world-class safety reputation. Amongst the products it manufactures are materials for PPE such as Kevlar®, Tyvek®, Tychem® and Nomex®.

DuPont has a relentless focus on safety for over 210 years. Located in Richmond, Virginia, in the USA, DuPont's James River Plant has a world-class safety culture and boasts an impressive safety record.

- 18 years without an employee event related recordable injury
- 30 years without an employee event related lost work day injury

## ARRIUM MINING AND ONESTEEL LIVING SAFELY WITH ELECTRICITY



Electrical safety at Arrium Mining and Whyalla Steelworks is a top priority. On average, someone in the overall Arrium business gets an electric shock every two weeks; with each incident a potential fatality.

The statistics are startling. In the first three months of 2014, 15 Arrium employees received electric shocks at work and 85% of all shocks happened to non-electricians.

Keeping each other safe is part of our culture. Recognising there are risks both at work and at home and reinforcing our belief that all injuries are preventable, we decided to produce a video educating our people and their families about ways to protect themselves from electric shock.

# CARING LEADERS MAKE A DIFFERENCE

Within Arrium Mining and OneSteel, our world-class safety culture will be led by leaders who positively influence change and constantly strive for excellence in safety.

As leaders, there are many balls to juggle on a day-to-day basis. Think of safety leadership as a glass ball and the one we can't ever drop. Because if you drop it, the ball will crack, making it weaker. In the worst case, it will shatter and be irreparable.

Recognised world-class safety organisation DuPont has coined the term Felt Leadership. This describes the style of leaders who are visibly committed to their beliefs that all injuries can be prevented and who show genuine respect and care about the wellbeing of their people. They're the ones making a real difference to safety culture, and who believe that the highest standard of safety they promote is the minimum the team will work to.

Arrium Mining and OneSteel leaders will make a difference by personally swearing by safety and recognising their teams' efforts to be committed to zero injuries or incidents.

Swearing by safety means living the safety value every day, and modelling these behaviours to show people we care while ensuring that they know we care.

- Set standards and clearly communicate why these standards are in place and how they will protect people from harm.
- Positively reinforce safe behaviours through taking accountability for your actions and what you accept in others.

- Honestly and without instil

- Create an en conducive to

- Seek to know about safety

- Show you are continuous in

- Reflect on yo seek regular

## Leader Note

Write a list of the areas of Felt Leadership you excel at and any you need to work on.

During the next week, be aware of examples of each and their impacts on the team.





# COMPANY INITIATIVES

**So, if everyone working at or for Arrium Mining and OneSteel is swearing by safety, what else is**

## Leader Note



*Ensure everyone in your team is aware of continuous safety improvement at Arrium Mining and OneSteel, and opportunities for them to be involved.*



### Pellet Plant

Electrical open panel upgrade at the pellet plant – the intent is to remove the old open panels which pose a significant electric shock risk and replace them with current standard closed panels to eliminate the risks.



### Iron Knob

Knob has started to receive its order of Emergency response equipment that will enable the Iron Knob (Emergency Response Team) to continue with their training which will ensure we are self-sufficient in case an emergency situation should arise. Iron Knob's ESO Order CPA (Corporate Protection Australia) has now taken on the role of training the ERT members, and implementing, managing and maintaining the emergency response systems and medical response for Arrium and contractors on-site at Iron Knob.

### South Middleback Ranges (SMR)

Processing unloading bay upgrade – new equipment will be designed for ease of use and to reduce safety hazards caused by ageing equipment.

Concentrator TMP Loader Access Proposal. Installing physical barriers and boom gates to minimise interaction.



### Southern Iron

Goal Zero days – designed to shine the light on the Company's overall goal that we are working towards to keep it front of mind for leaders and front line staff as a focal point at different times of the year.

We have changed the bucket teeth and adapters on our CAT 993 loaders to prevent having to cut and rattle bolts off when changing teeth.

We are in the process of changing to nitrogen filled tyres on our road train fleet to prevent the tyres from heating and catching fire.

We have sealed the entire length of our 95km haul road to reduce hazards when operating in wet weather.

# LEADING EDGE AND AMMP

The Leading Edge program provides frontline leaders with the opportunity to learn leadership theory as well as to have exposure to business tools and practice using them.

The AMMP framework is focused on Amplifying the Capability of Level 5 Leaders and is aimed at current and future Managers at organisational Level 5 (e.g. Operations/Maintenance Managers). The AMMP (Arrium Mining Managers Program) framework has four components. One of those components is a program called 'Creating a High Performance Climate'.

Climate is defined as the 'feeling people have about the job' and is a predictor for performance. Research shows that leadership conversations directly impact the climate of a work team, with a gain of up to 30% productivity/profitability where the climate is healthy.

## Learnings from both programs include:

- Understanding yourself and which of your attributes help or hinder your effectiveness
- Understanding others, their different learning styles and personal attributes
- Understanding what Leader behaviours either enhance or diminish organisational culture – Leaders set the tone for their team, which flows through the business
- Why story telling is important and how to use stories to share learnings with people
- Understanding the connection between questioning techniques and listening
- The importance of giving and receiving feedback for continuous improvement and personal growth
- Seeing people as 'able' and treating them with trust and respect by involving them in projects or decision making
- Understanding what Coaching is and using it to grow people and help them take accountability

All these techniques and learnings are the foundation to creating a safe workplace. Leaders need to create an environment where people want to work for Arrium. Where people feel safe to ask questions, challenge unsafe acts, say something isn't right and contribute so they are safe every day.

# CREATING A COMMUNITY MOVEMENT

**“If The Biggest Loser can get a whole town behind a cause, why can't we?”**

And, with those words uttered during a safety meeting in our Whyalla operation in early 2014, a community movement was born that will also include the people in Ardrossan.

Swearing by safety isn't something that starts and stops at the Arrium gate. If it's what you swear by, you'll think about safety wherever you are and whatever you're doing – not just at work when there's someone watching. We're a tight community and when one person gets hurt, it affects many.

There's a great opportunity for everyone who works at Arrium Mining and OneSteel to share our value of caring with our families, friends, acquaintances and business partners to create a safer community for everyone.



Read: How we'll engage the community



# ENGAGING WITH THE COMMUNITY

In addition to our people spreading the word, a Swear By Safety campaign will feature in the towns in which we operate here in South Australia.

It won't be branded 'Arrium' or 'OneSteel', and that's because we want the community to 'own' the message and contribute equally to the conversation and activities to make it a success.

Whilst we will kick it off, we'll be just one of many organisations and individuals developing and spreading the message. We're actively encouraging our business partners, community leaders and groups to get behind it as well.

Swearing by safety isn't something we can make people in the community commit to. However, through the campaign and the efforts of our people, we can at least get them talking and thinking about safety, which is an achievement in itself. From that point, they can make up their own minds whether it's something they adopt; but at least we've started the conversation. Whether tackling the jobs around home or an opponent on the field, setting your mind to the safest way to get it done keeps you fit for everything in life. That's got to be great for our community!



# HOW WE'LL TAKE THE WORK AND COMMUNITY OATHS

## The WORK Oath

At Arrium Mining and OneSteel, all leaders will be asked to take the Swear By Safety Oath during early 2015. You'll have an opportunity to create your own oath signing ceremony. During this period, through our internal communication and your conversations, your team will learn what's behind the message. They'll be asked to take their Swear By Safety Oath at work.

## The COMMUNITY Oath

In the community, we aim to draw people to take the oath through an education and engagement phase during the first half of 2015. Our campaign will reach people through media, social media, community consultation, posters and signs, special events and education sessions. We plan for this to culminate in a community event.



# CHANGING THE CONVERSATION

## Old School (From)

## Today's Leader (To)

- |   |   |
|---|---|
| ✗ Tells and directs   | ✓ Facilitates discussion that leads to understanding  |
| ✗ Presents business goals and priorities without team context | ✓ Helps people see the purpose of the work they do in achieving business goals and priorities |
| ✗ One rule for the leader, another for the team               | ✓ Walks the talk, one rule for all  |
| ✗ 'Ticks the box' by sending out messages                     | ✓ Thinks about the needs of the audience and checks understanding and support of messages     |
| ✗ Unplanned communication in reaction to change               | ✓ Regular and tailored communication to prepare employees for change                          |
| ✗ Withholds or drip feeds information                         | ✓ Openly shares relevant information and answers questions                                    |
| ✗ Lets people hear important news on the grapevine            | ✓ Ensures people hear important news from them (leaders)                                      |



# WHAT'S YOUR PERSONAL COMMUNICATION STYLE?

Want to better understand your personal style of communication?

Looking for some additional tips for creating positive and lasting impressions with your teams?

Take the quiz!

## Need some communication tips?

We've also included a downloadable communication resource in the toolkit to support you if you feel you need it. Focusing on 'what your team needs to know' more than 'what you need to say' is a good start. Building rapport and developing good relationships with your team will be enhanced through these communication techniques.

Click on the 'Download' button to find tips on these three areas.

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**TIP 1**   Conversations and questions

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**TIP 2**   Active listening

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**TIP 3**   Story telling

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**DOWNLOAD:** Quiz – test your communication style

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**DOWNLOAD:** Guide to techniques

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# SWEAR BY SAFETY MESSAGES

**Remember that comment you heard on the radio this morning? The grocery items your spouse asked you to pick up? Chances are, you won't.**

Three is the magic number of times a message needs to be heard and seen to be remembered. Three times, three different ways! This is the rule of thumb for information to register in people's minds and be retained. And, each time we hear or see the message, it needs to be consistent.

Our employees and contractors won't be able to miss Swear By Safety, with a range of communication tactics appearing throughout our workplaces. To support the campaign, regularly include messages from this list when discussing it with your team and the broader community.

The primary responsibility of a leader is keeping people safe.

Swearing By Safety is a public commitment to your family, your colleagues, your community and yourself.

In Swearing By Safety, we're putting our core value of safety at the heart of every action we take.

Swearing By Safety doesn't start and stop at the work gate; think about safety wherever you are and whatever you're doing.

Swear By Safety is about doing the things we love SAFELY.

With Swear By Safety we're starting a movement for positive change and conscious action.

Our safety culture will be world-class when everyone on site is a vital part of the safety team.

We're asking the community to protect who and what they value most by thinking and acting safely every day.

People make better choices about safety when they've thought about what they stand to protect.

Let's spread the word and get our whole community behind Swear By Safety.



**DOWNLOAD:** Swear By Safety Messages

# RESOURCES

As we're starting a movement through Swear By Safety, we need to equip people with ways to spread the word in their own way.

There are lots of creative ideas here, as well as tactics to help us get Swear By Safety noticed.

There are lots of safety initiatives within Arrium Mining and OneSteel. Look for opportunities in your worksites and communication to add a Swear By Safety element to them. A style guide is also included with examples of how to do this.



## So what's in the kit?

Critical Safety Comms template

Email signature

Letterhead

Logo lock-ups

Powerpoint template

Swear By Safety wallpapers

Need some help? Contact Daniela Dean, our Swear By Safety Project Manager, on [daniela.dean@arrium.com](mailto:daniela.dean@arrium.com) or 0408 178 088.

Find all Brand Kit assets in the labelled folder on the USB supplied

# GETTING STARTED

Here are five things you can do right away to get ready to Swear By Safety:



- 1 Be well informed about Swear By Safety**
- 2 Reflect on who and what you value most and swear to protect**
- 3 Prepare personal stories and conversation starters for team discussions**
- 4 Integrate Swear By Safety into existing communication and projects**
- 5 Plan how you'll engage your team in Swear By Safety**

SWEAR BY SAFETY: LEADERS' TOOLKIT

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LET'S GET BEHIND SWEAR BY SAFETY

# SWEAR BY SAFETY OATH



On this day, in front of my workmates, I'm proud to take this oath to Swear By Safety.

I swear to return home safely every day for my family and friends. I acknowledge that I'm not a bloody superhero, and everyone will be better off if I don't walk around acting like I'm bulletproof.

I know that being safe is a state of mind, it's either safe or unsafe-there's no in between.

I swear to keep myself and my mates out of danger, not to take any shortcuts, and speak up if something's just not bloody right.

When it comes to my life, I know that when I Swear By Safety that I am also swearing to protect those I love and the things that make my life the best it can be.

I swear...

!

Sign here:



**SWEAR  
BY SAFETY**

Bloody oath I do!