

# Role of the Corporate Manager Commitment and Cal/OSHA Benefits

*Michael Resetar*  
*Morton Salt Company*

A Guide to safety Excellence  
October 3, 2013  
San Francisco, CA



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Experience growth.

# Welcome Conference Participants

“Man on a Mission”



# Tribute: Craig Marshall

Friend  
Leader  
VPP Advocate  
Safety Champion

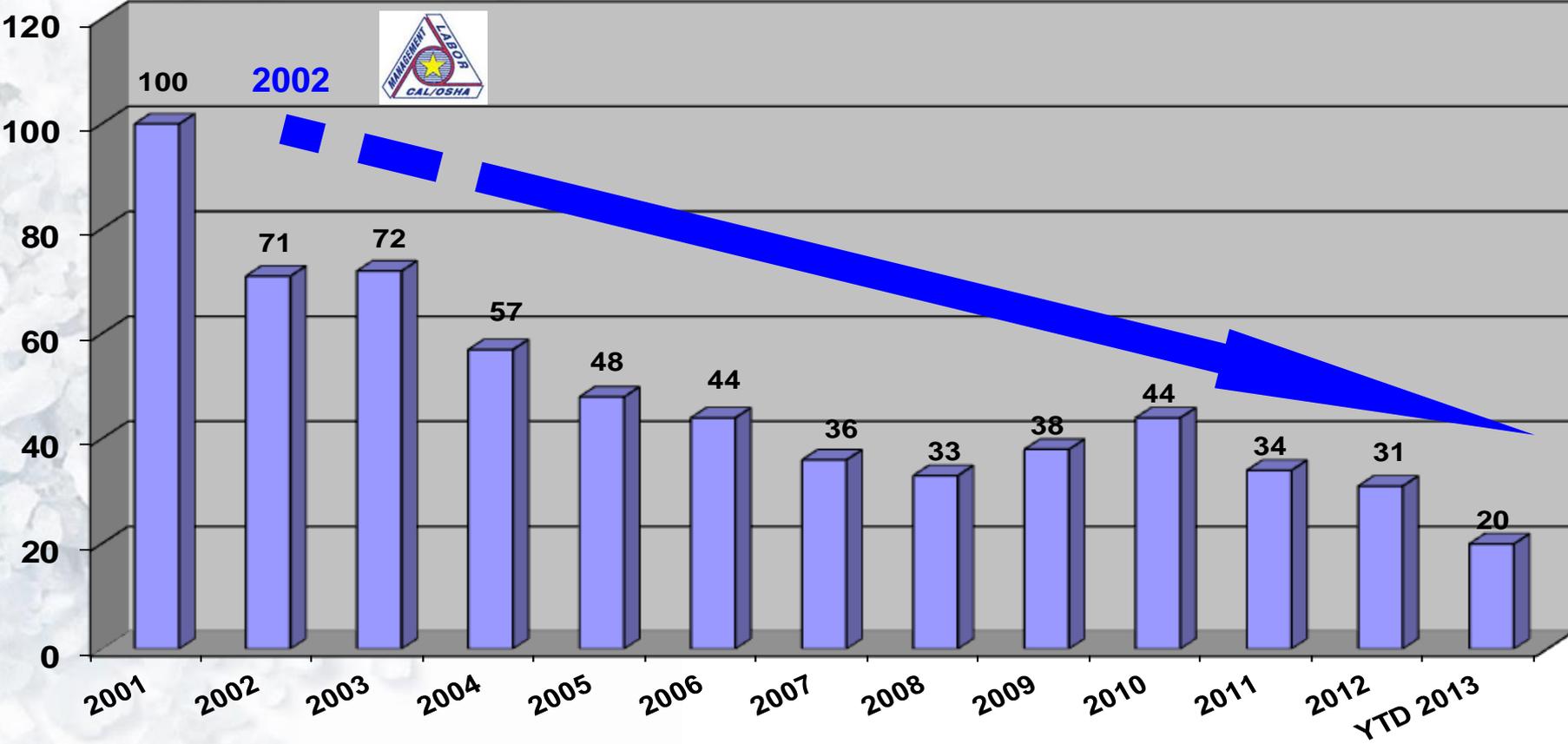


Mr. Marshall was responsible for Morton getting involved with VPP.

He was responsible for preventing injuries and saving lives.



# Striving for Perfection



Experience growth.

# VPP Sites In State Plan States With VPP Programs

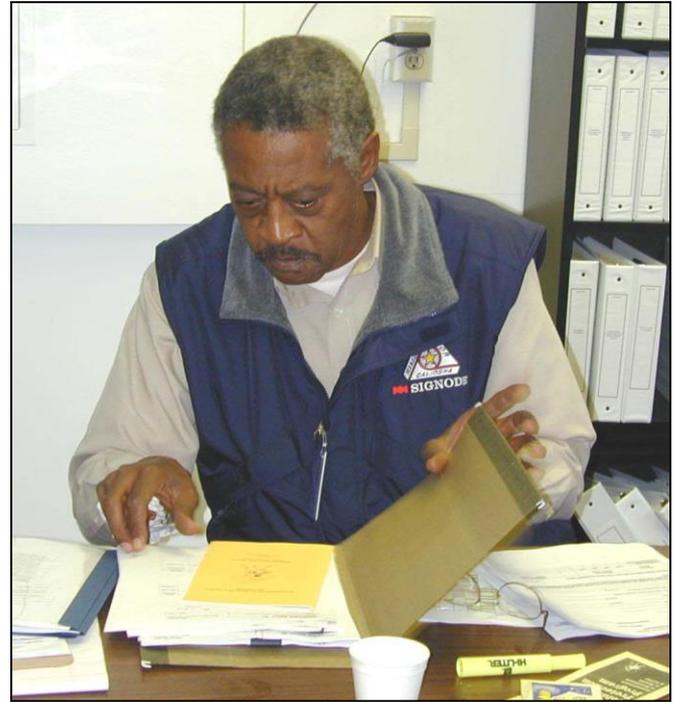
*As of 8/31/2013*



Source: OSHA, Office of Partnerships & Recognition



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“Man on a Mission”

I’m a man. I’m a man.

I can walk all alone through a river of fire  
Cause my heart is true  
Put my soul on the line  
That's what I'd do, that's what I'd do

There's a power in passion  
That I can't control  
It's a natural reaction  
I can't let it go



# A Corporate Model for Safety & VPP Success

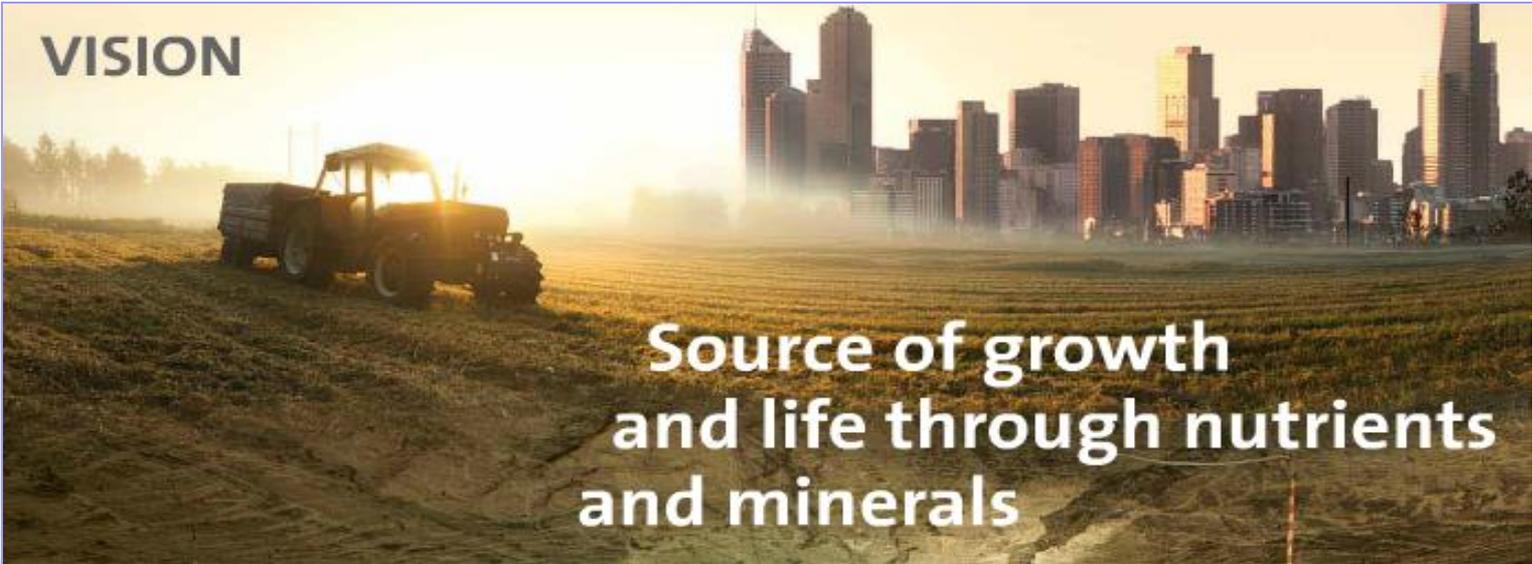


“Nothing is more important to Morton Salt  
than health and safety...  
not production, not sales, not  
profit.”

*C. Herrmann*



# VISION



Source of growth  
and life through nutrients  
and minerals

## Vision and Values

Our vision and mission provide the framework for today's activities and for the strategic orientation of the Group and shall explain the basis for our thinking and actions to our employees, shareholders, lenders, customers, suppliers and the public.



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### **Management Guidelines**

#### **Talk with one other and trust each other:**

We **respect others and their opinions**, reject every form of discrimination and live the K+S core values, take time to talk, listen to others and let them finish talking, and deal openly with mistakes and solve conflicts objectively.

#### **Act purposefully and design changes:**

We support changes and prepare ourselves for new requirements on time, optimize processes, minimize costs and so contribute to K+S' competitiveness, **show initiative, accept responsibility and make clear decisions.**

#### **Encourage and support employees:**

We motivate our employees to excel and **support their ideas and proposals**, assign tasks and responsibilities to them and encourage their strengths, **speaking with our employees about their behavior and performance and invite their feedback about our own cooperation.**

#### **Lead with objectives:**

We define our Group's and our own objectives to our employees, develop and agree demanding, reliable, scheduled and measurable objectives with our employees, **motivate our employees to participate actively in the agreement on objectives and to implement their objectives with commitment.**



# History – Company Background



# History – Company Background



# 10 Billion Since 1914



# North American Salt Deposits

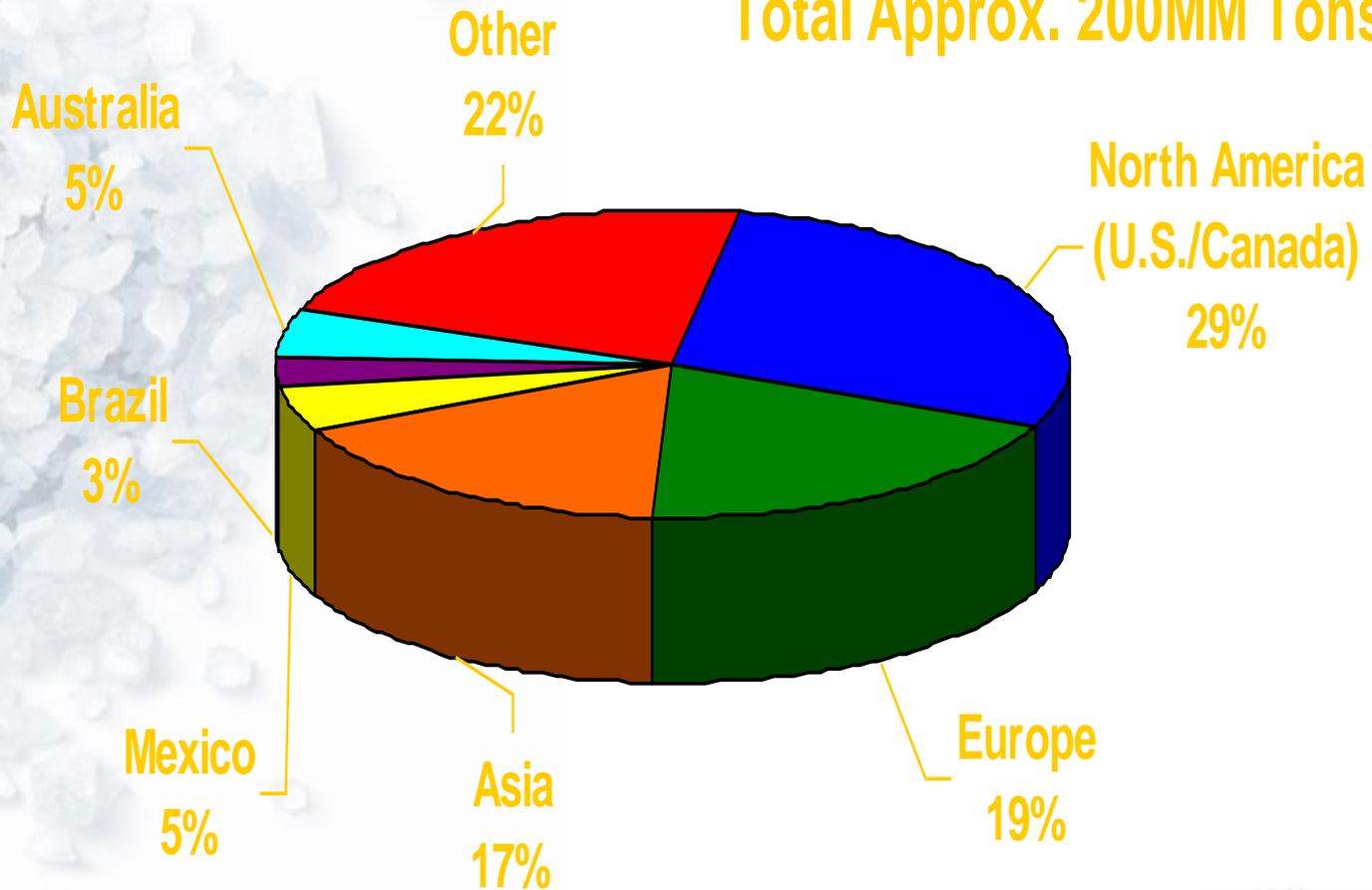


**MACKENZIE  
WILLISTON  
PERMIAN  
GULF COAST  
MICHIGAN  
APPALACHIAN  
MARITIMES**

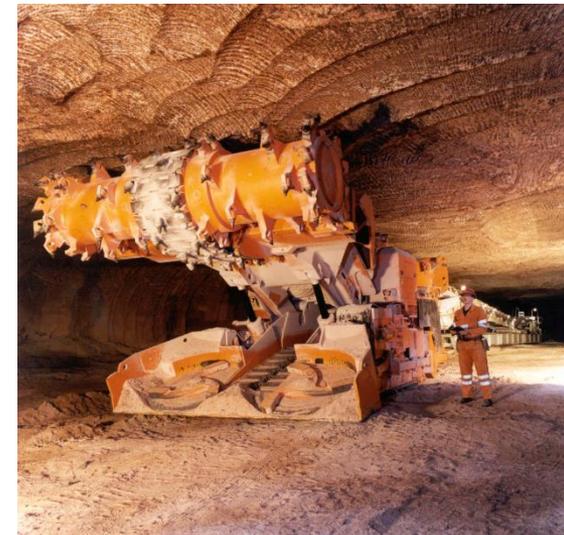
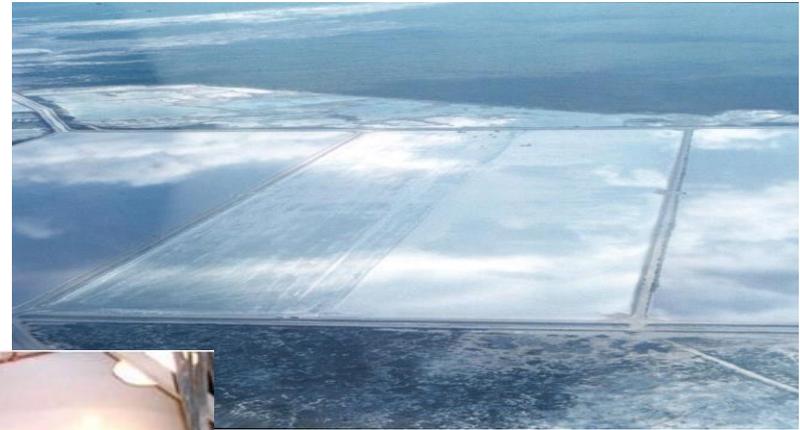


# World Production

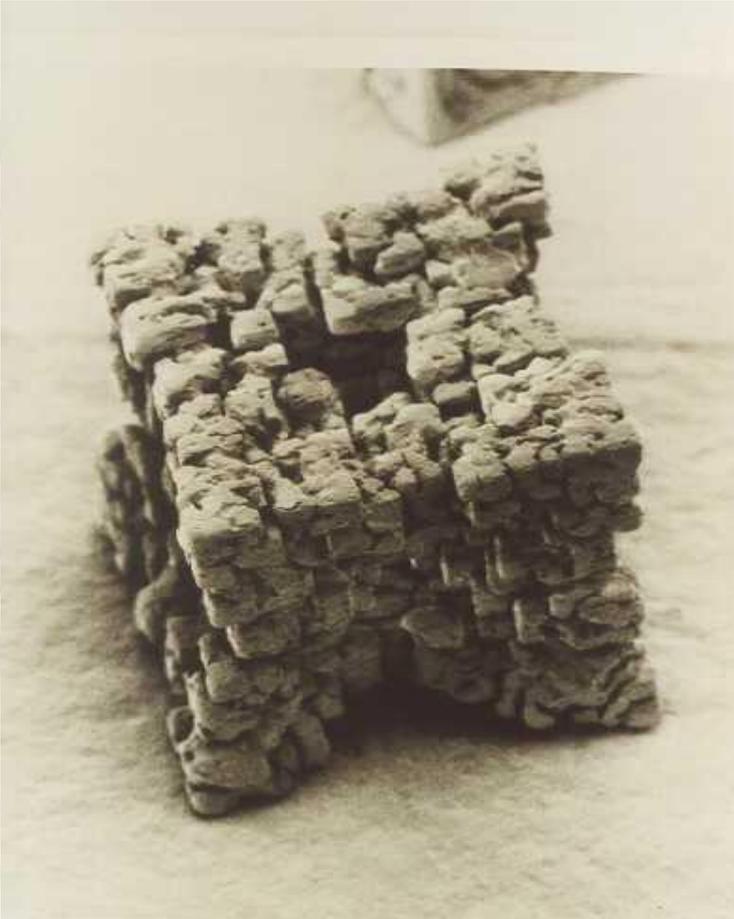
Total Approx. 200MM Tons



# Extraction Process: Solar, Underground Mining, and Evaporation



# Starflake Dendritic



- YPS - crystal modification
- Porous cube
- Low bulk density
- Rapid dissolving rate

# Why VPP?



# Why VPP?



## The Halfway to Hell Club VPP- ? – Prompted Thinking

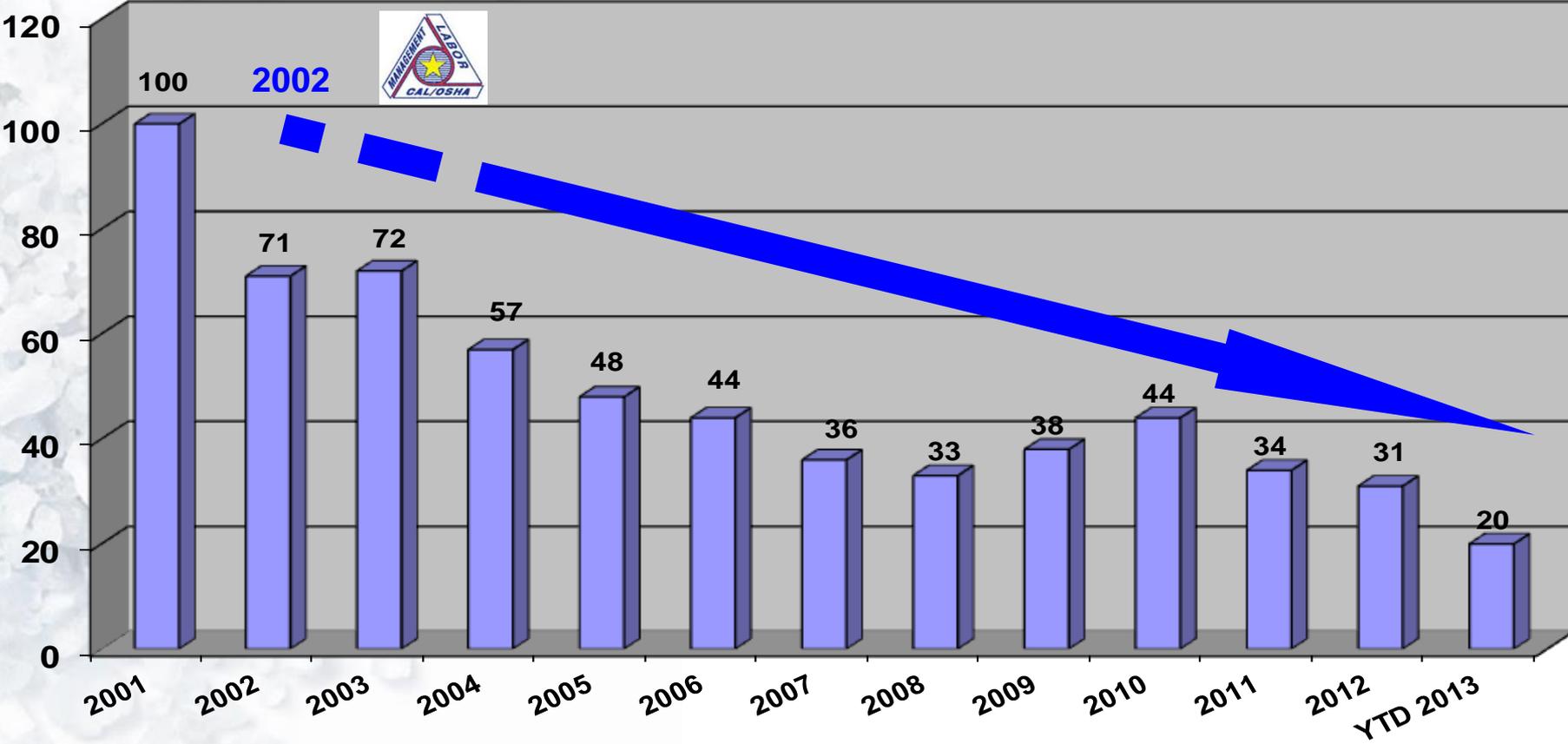


# Why VPP?

*Nothing travels faster than light, with the possible exception of bad news, which follows its own rules –  
Douglas Adams*



# Striving for Perfection



Experience growth.

**100%**  
INJURY-FREE

**THE JOURNEY**  
VPP  
k+s  
Experience growth.

**NO INJURIES**

**INJURY**



### DEPENDENT

- Compliance is the focus
- Safety is a condition of employment
- Rules/discipline
- Management/Supervisor control
- Safety is important but profit and cost may be perceived as the focus

### INDEPENDENT

- More than compliance
- More reinforcement of safe behaviors by management, than discipline
- More preventive than reactive
- Personal commitment
- Personal standards
- Management seeks employee input
- Individual recognition
- Safety is a priority

### INTERDEPENDENT

- Team commitment, goals
- Team contributor
- Reinforcement of safety comes from within the group, not always dependent on management to deliver it
- Look out for each other
- Performance feedback from peers is normal
- Safety is a value



# VPP Commitment

## SAFETY BELIEFS

### What We Have To Believe

#### PEOPLE

The health and safety of **people** is valued above all else.

#### PREVENTION

All occupational injuries and illnesses can be **prevented**.

#### EXCELLENCE

**Excellence** in safety is compatible with excellence in other business parameters such as quality, productivity and profitability; they are mutually supportive. Safe, healthy employees have a positive impact on all operations and customers, and enhance credibility in the community.

#### INTEGRAL PART

Safety must be made an **integral part** of everything we do.

#### ATTITUDES

Good safety is a result of the **attitudes** and beliefs of people. Most injuries and safety incidents occur because of lack of attention to safety. People take risks and allow others to take risks because they **believe** they will not get hurt.

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Safety First!



## FOLLOW THE EHS Cardinal Rules

Environmental, Health and Safety Guidelines designed to protect human and property resources.

- **CONFINED SPACES** will not be entered until adequate provisions are made and conditions are verified.
- **SAFETY PERMITS** will be obtained and procedures strictly followed, where required.
- **SAFETY EQUIPMENT** will not be **DISABLED** without proper review, alternative measures, and adequate communications, when processes are in operation.
- **ILLEGAL DRUGS OR ALCOHOL** will not be in the possession of employees, sold or used on company property. Employees will not report to work under the influence of illegal drugs or alcohol and are not permitted to bring **FIREARMS** on company property.
- **ENERGY SOURCES** will be properly isolated, locked out and tagged out as required, before work begins.
- **HIGH WORK** will not be done until adequate fall protection measures are made.
- **HOT WORK** will not be done until adequate provisions are made to prevent fire and explosions.
- **SMOKING** is permitted in designated areas only.
- **PROPER OPERATION**— Do not by-pass pollution control equipment or change pollution monitoring, sampling or control systems without proper authorization.
- **SEATBELTS**— Provided seatbelts shall be used on all company owned, leased or rented vehicles and personal vehicles while on company property or while on company business.
- **DATA INTEGRITY**— Never falsify or knowingly omit relevant information in any EHS documents, statements and permits.
- **CHANGE MANAGEMENT**— Never make a process, equipment or procedural change without the required review.
- **REPORTING**— Immediately report all non-routine chemical releases (liquid, solid, or gas) that are in excess of reportable quantities.

Guidelines to follow throughout the year.



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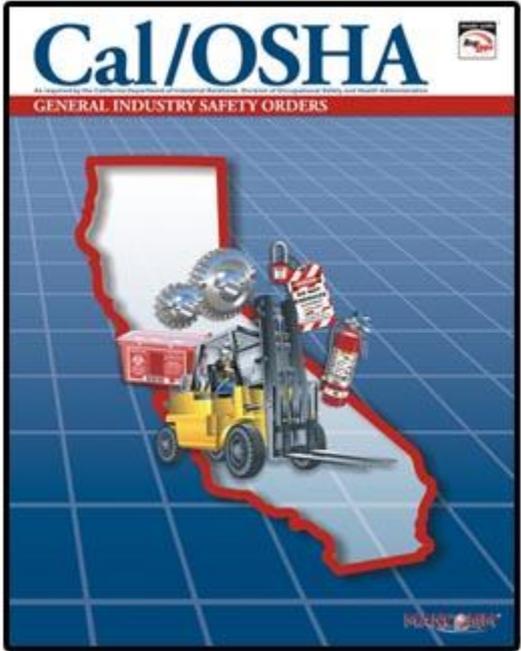
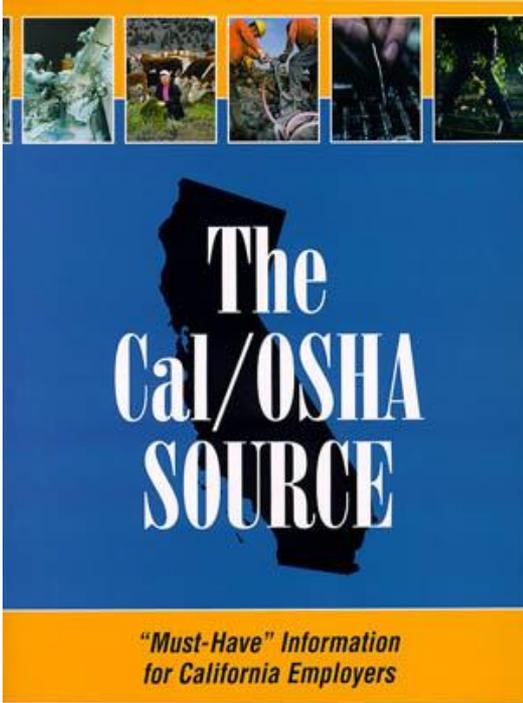
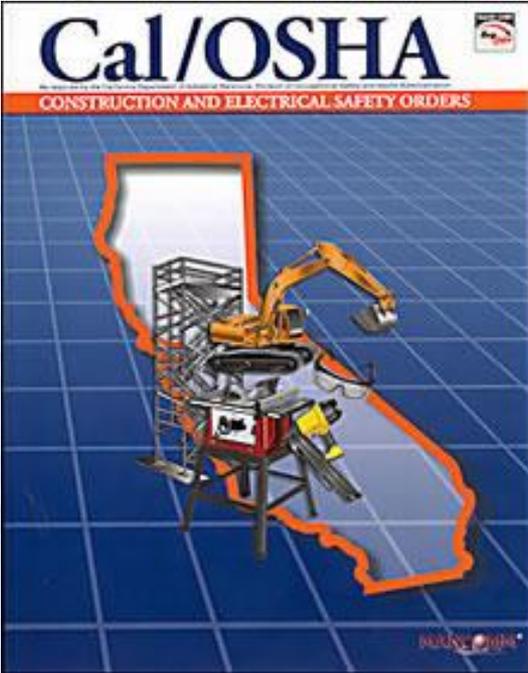
Experience growth.

# VPP Analyze

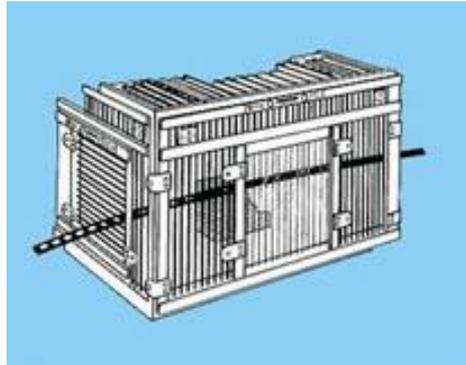
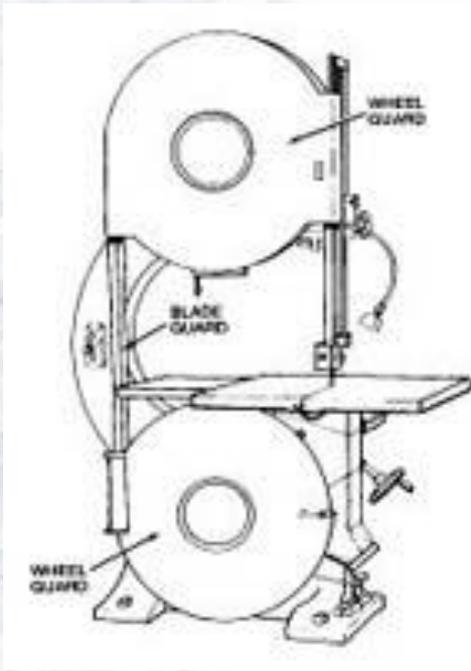
## Precision



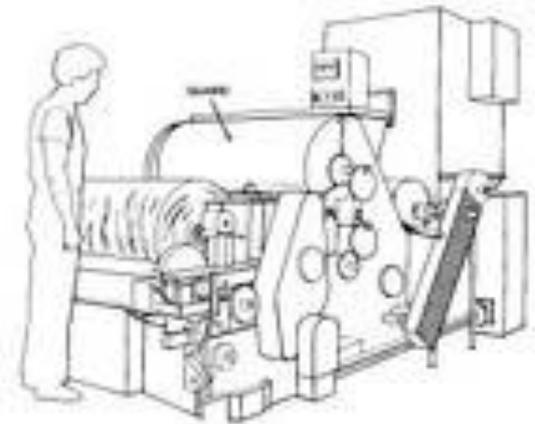
# Safety Journey- Dependent



# Safety Journey- Dependent



**Fixed point of operation guard**



# Safety Journey- Dependent/Interdependent



	<b>SALT GROUP</b>	IH Policy
		Issue Date: June 19, 2000
		Page 1 of 2
<b>Environmental Health &amp; Safety Procedure</b> <b>Title: INDUSTRIAL HYGIENE POLICY</b>		

**COVER PAGE**

	Name and Title	Signature	Date
<b>Written By:</b>	EHS Coordinator		
<b>Owner:</b>	EHS Coordinator		
<b>Approved By:</b>	Facility Manager		

**REVISION LOG**

REVISION NO.	REASON FOR CHANGES	DATE
000	New Issue	6/19/00



# Safety Journey & Beyond VPP- Interdependent

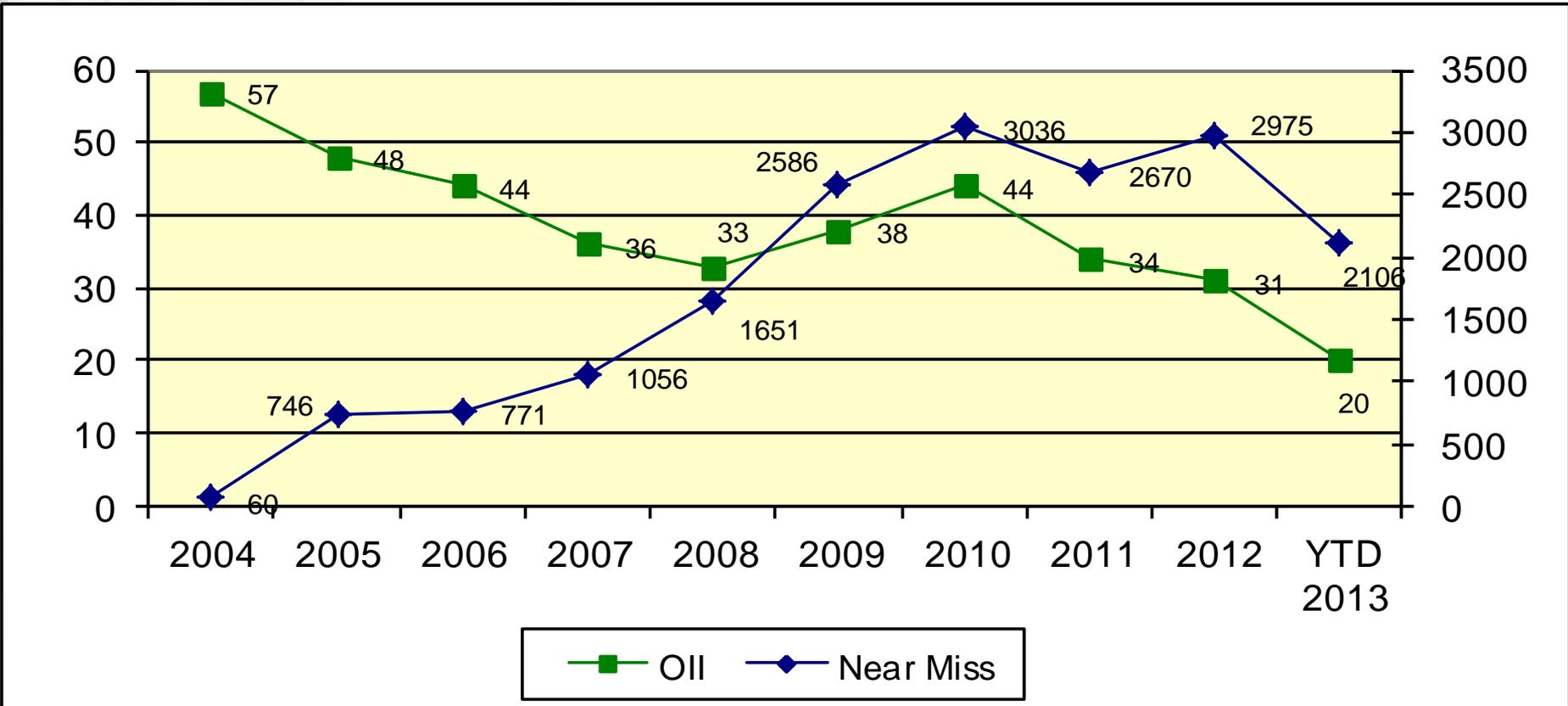
Effective Decision = Quality x Acceptance

$$ED = Q \times A$$



# Safety Performance Outcome- Interdependent

## VPP- Employee Involvement



# VPP Situational Leadership: The Four Development Levels

<b>HIGH COMPETENCE</b> ----- <b>HIGH COMMITMENT</b>	<b>MODERATED TO HIGH COMPETENCE</b> ----- <b>VARIABLE COMMITMENT</b>	<b>LOW TO SOME COMPETENCE</b> ----- <b>LOW COMMITMENT</b>	<b>LOW COMPETENCE</b> ----- <b>HIGH COMMITMENT</b>
<b>D4</b>	<b>D3</b>	<b>D2</b>	<b>D1</b>

**DEVELOPED**

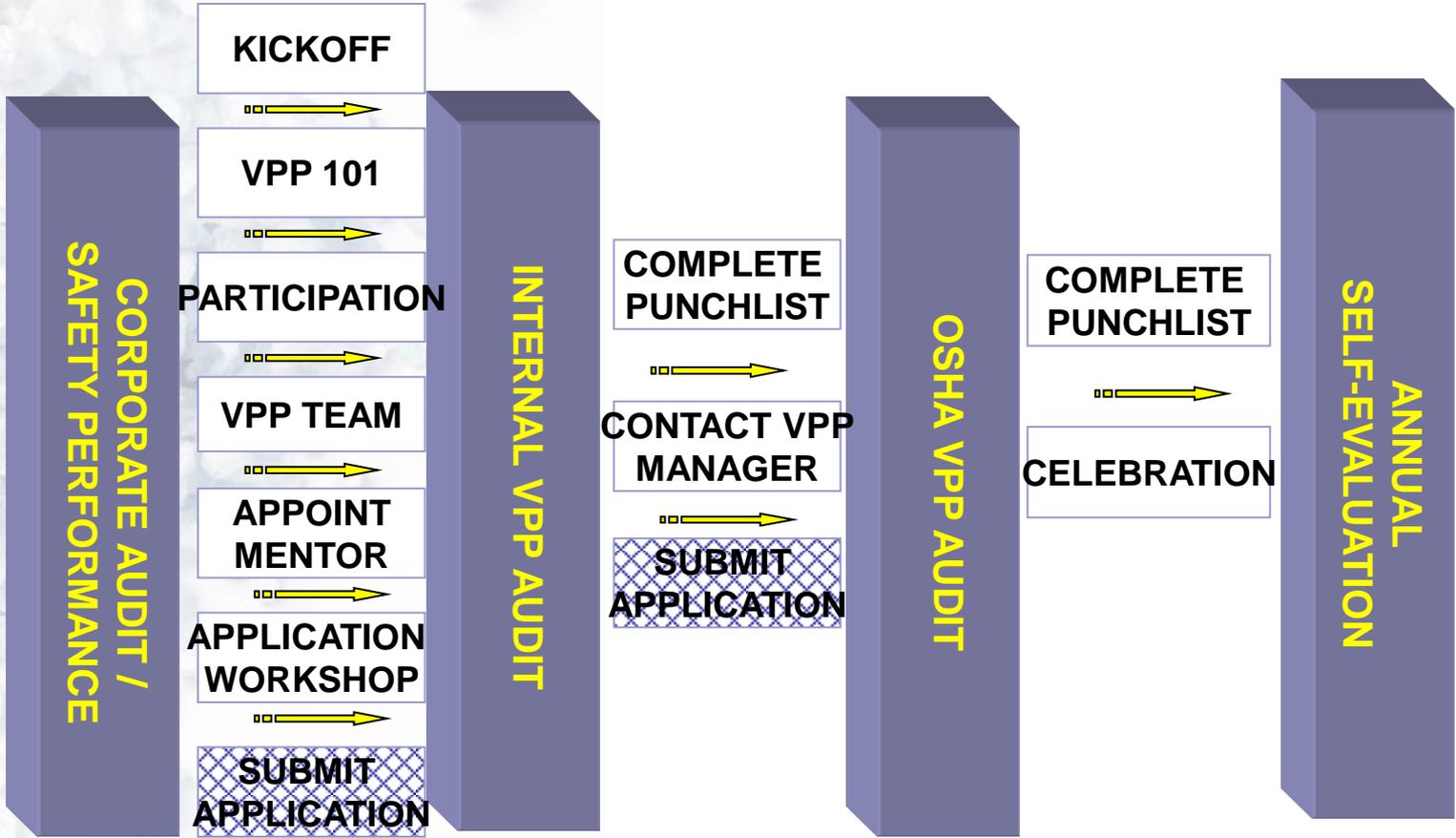


**DEVELOPING**



# Program Model

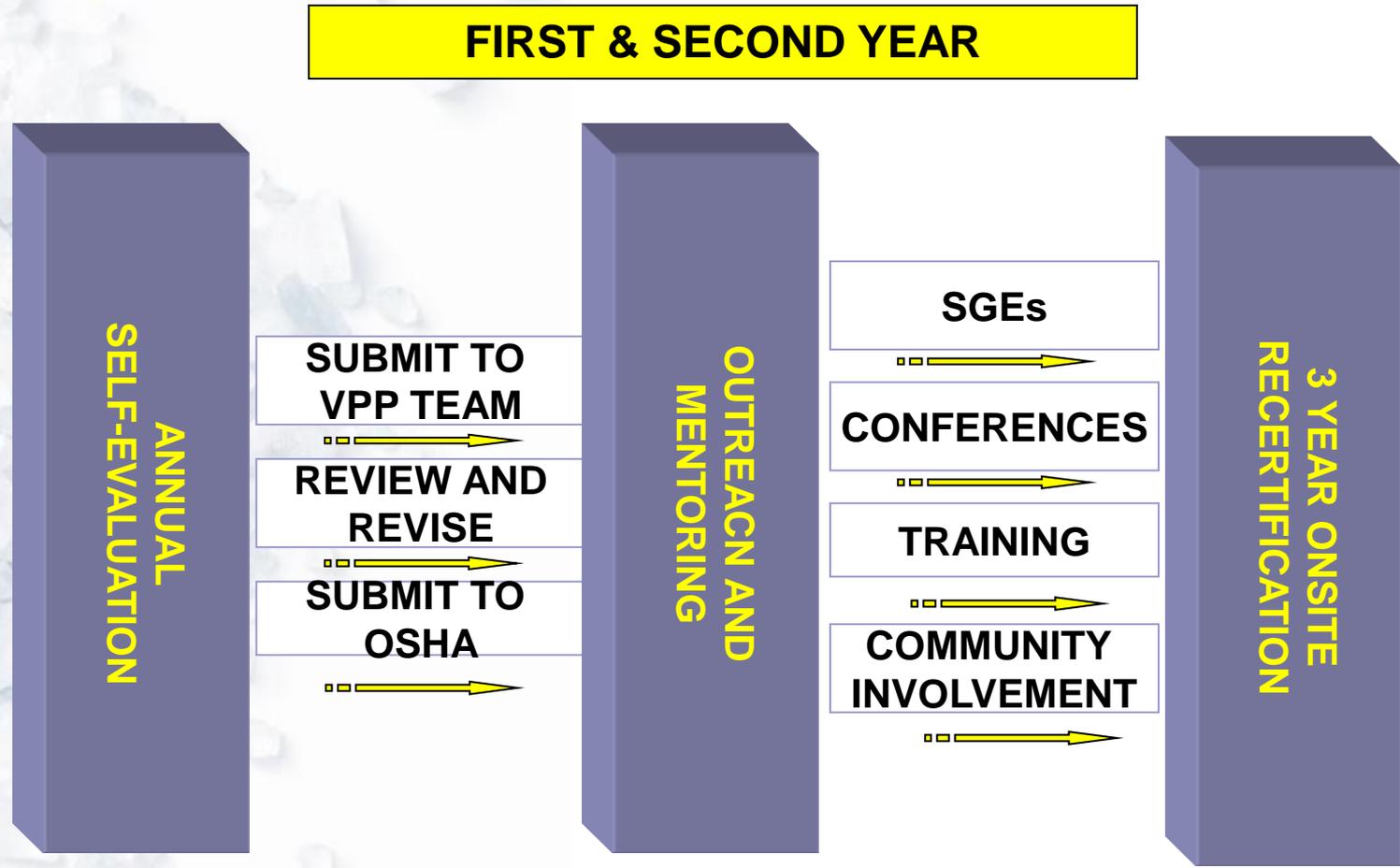
## INITIAL START OF VPP PROCESS



VPP Ready!



# Program Model



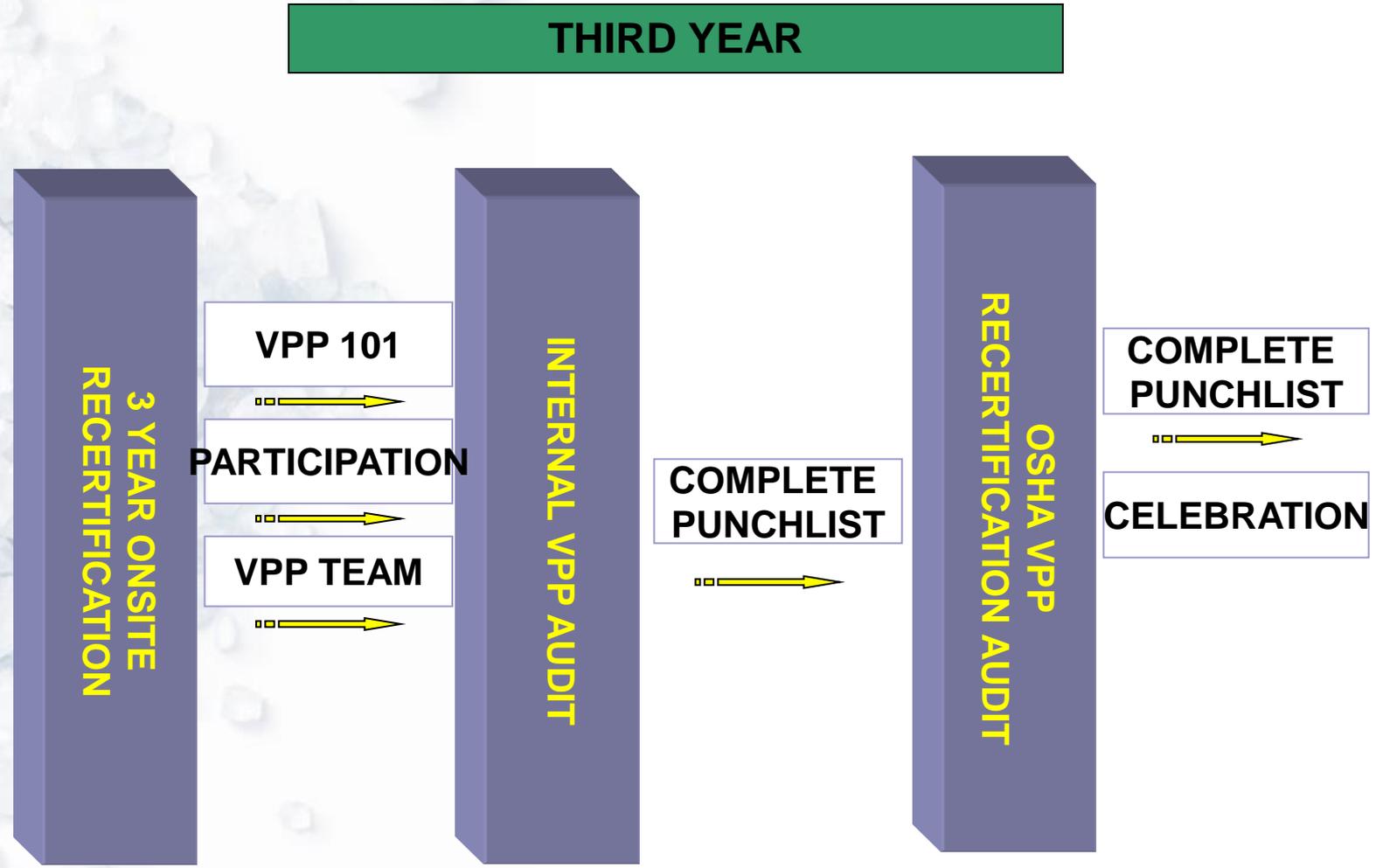
VPP Ready!



NOTE: VPP TRAINING WILL BE REVIEWED ANNUALLY AND IN NEW HIRE ORIENTAION



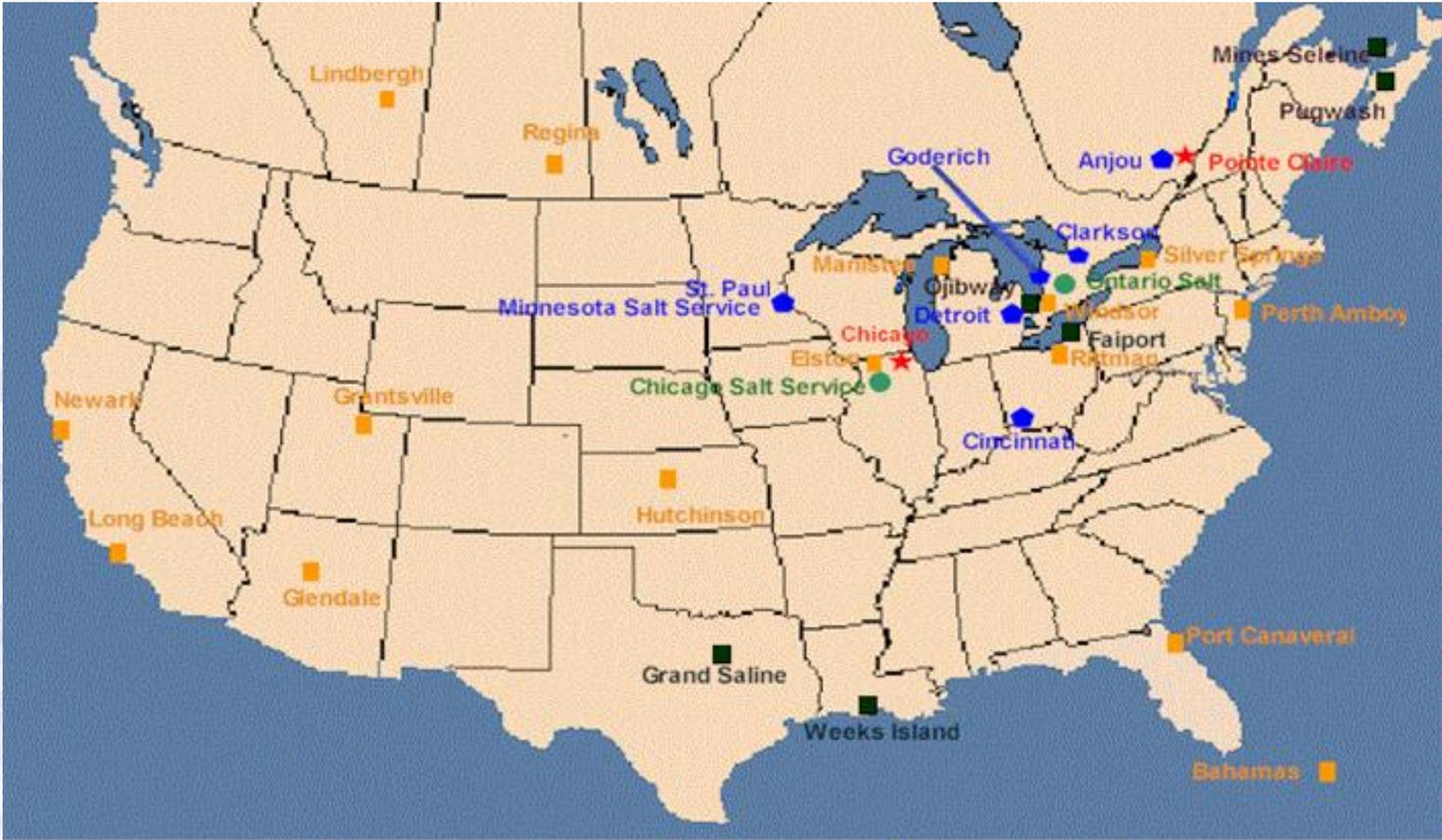
# Program Model



VPP Ready!



# Map of Salt Sites



■ Manufacturing
 ■ Mines
 ● Distribution
 ⬠ Warehouses
 ★ Headquarters

VPP Star Sites: Elgin, Grantsville, Long Beach, Newark, & Perth Amboy, corporate certified, initial audit at Rittman; applications; internal; Glendale-Inagua

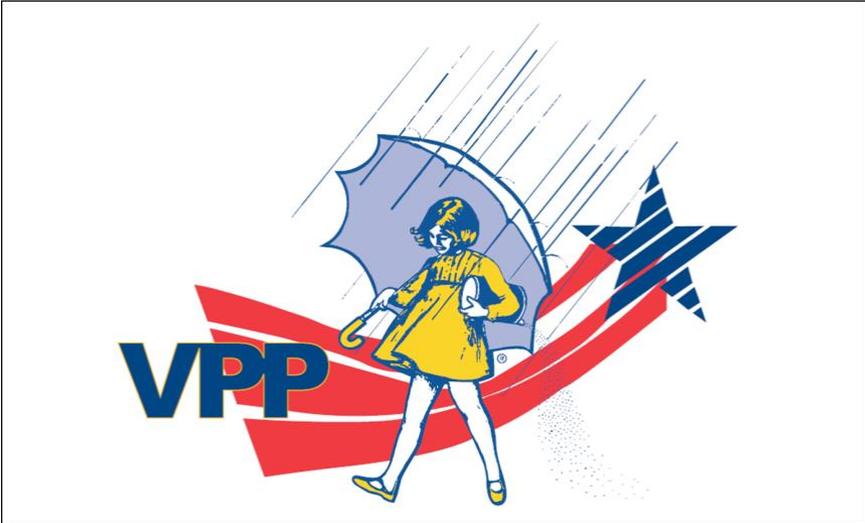


# Map of Salt Sites

36 Sites

12 qualify for VPP (33%)  
8 Star (22%)

Two internal applications



**MORTON BAHAMAS LTD.**

HEALTH / SAFETY

ENVIRONMENT

QUALITY

PRODUCTION LOADING

RELIABILITY MAINTENANCE

VISION AND BEYOND...  
**ALL HANDS WORKING TOGETHER IS SUCCESS**  
THERE IS NO "I" IN TEAM, BUT IF WE SUCCEED, THERE IS AN "I" IN WIN!

The poster has a blue background with radiating lines and stars. A large yellow star in the center contains an image of two hands shaking. Two pink flamingos are on the ground at the bottom. A small version of the woman with the umbrella logo is in the top left corner.

# Outreach, Mentoring and Community Involvement

VPP- The responsibility to share

VPP Ready!



# How Does Morton Support VPP Sites in California?

- Meet with plant employees and Safety Committees in person
- Attend “Safety Days” at the sites
- Open door policy. Staff may contact Director of Health, Safety, and Security anytime.
- Safety is personal, not just professional
- Other companies helped:
  - Waste Management
  - Phillips 66
  - Cisco
  - South Wire
  - Hamilton Sundstrand
  - NRG
  - Safeway Scaffolding
  - Fresh Point Southern California
  - Bimbo Bakeries



# Corporate as a Successful Safety Resource

- Organize and Develop Safety Days
- Inspections and Training
- On-call 24/7 support for employees at all levels
- Comprehensive evaluation of all sites
- Follow up on outstanding items until completion
- New projects / MOC
- Celebrate achievements
- Coordinate Subject Matter Experts (SMEs)



# VPPPA Participation

- Jimmy Jacquez, Director at Large, Region V
- Christina Ross, Vice Chairperson, Region VIII
- Scott Stice, Treasurer, Region VIII
- Gilbert Aceves, Rep from a site with CBE, Region IX

VPP Ready!



# Audits

- Federal Audits
  - Bobcat, Delta, DAL Global Systems, Yellowstone National Park, USPS
- California Audits
  - Georgia Pacific, Waste Management Carlsbad, Hamilton Sunstrand (2), Long Beach and San Diego
- Other Audits
  - Blue Linx, Cincinnati OSHA Area Office

VPP Ready!



# Mentorship/Education

- VPP Introduction presentations
- Union presentations
- Mock Audits
- VPPPA Booth for Utah Safety Conference
- VPP 101 Class (conference and companies)
- VPP Application Work Shops
- Regional and National Presentations

VPP Ready!



# Safety Journey & Beyond/VPP

## Five Star Approach



# Nothing is more important to Morton Salt than Health and Safety...

## Not production, not sales, not profit.



*C. Herrmann*

- Safe, sustainable performance is a value outcome of all things working together: Safety, Environment, Quality, Reliability, and Production
- Salt Institute ranked Canadian Salt Co. Ltd. as the safest organization in the large company category for 2012
- Salt Institute recognized 6 of our facilities for having perfect safety indexes in 2012
- 7 of our Facilities have surpassed over 1 million working hours without a lost time incident
- 5 of our US Facilities and our Corporate Office are VPP Star Certified
- Our Mine Rescue Teams complete extensive on-going training and compete annually at Mine Rescue Competitions



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# Safety Journey & Beyond- VPP is good for business! Never forget the basics!

## Video

- The U.S. Olympic Hockey Team defeats the unstoppable Russians: February 1980

Miracle on Ice





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