

Transportation Safety Board Safety Summit

SailSafe

Captain Jamie Marshall
Vice President, Fleet Operations



- **Diverse service**

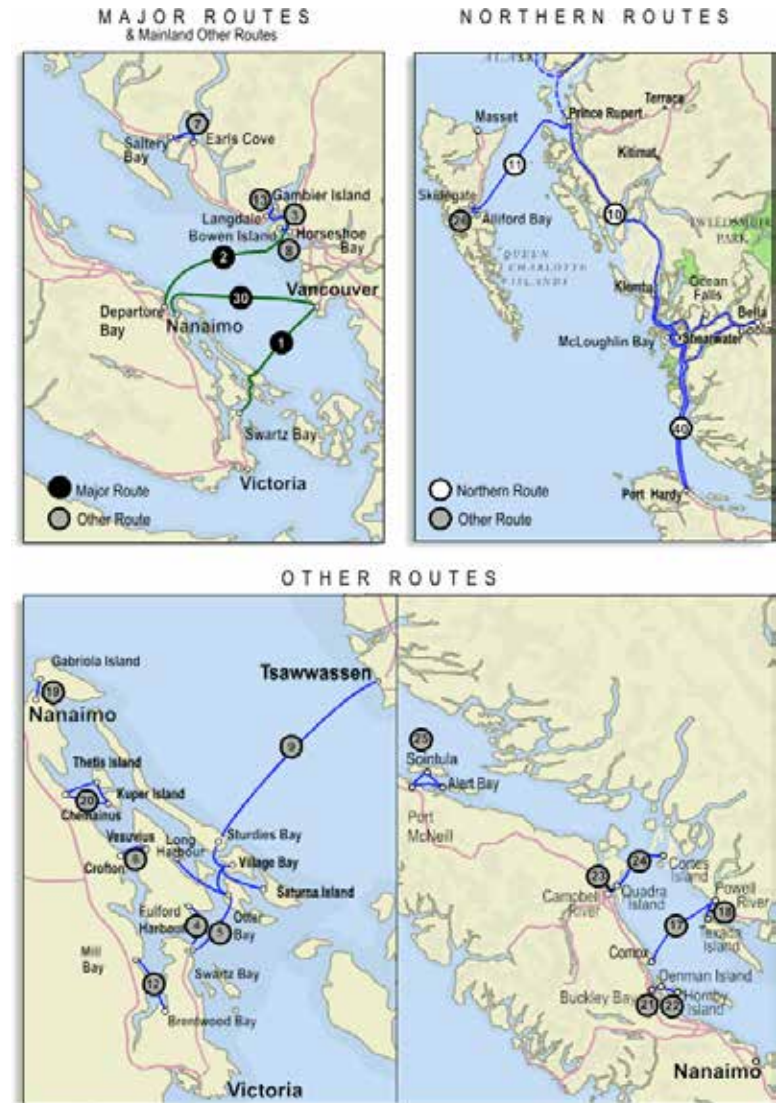
- 24 routes, 47 terminals
- 4,400 employees

- **Traffic**

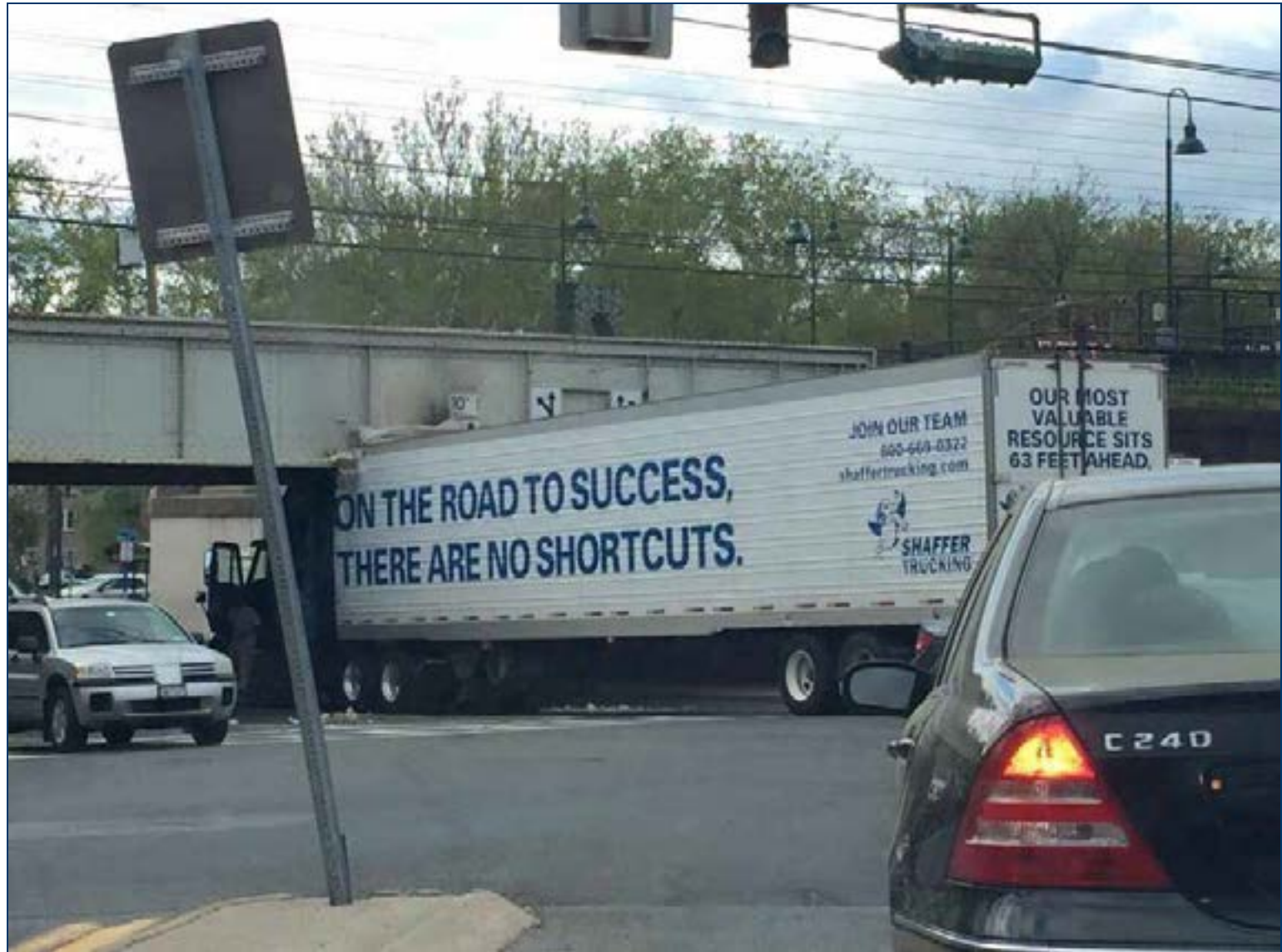
- 19.8 million passengers
- 7.7 million vehicles
- Daily average:
 - 55,000 passengers
 - 21,000 vehicles
 - 500 sailings
- 182,000 departures/year

- **35 vessels**

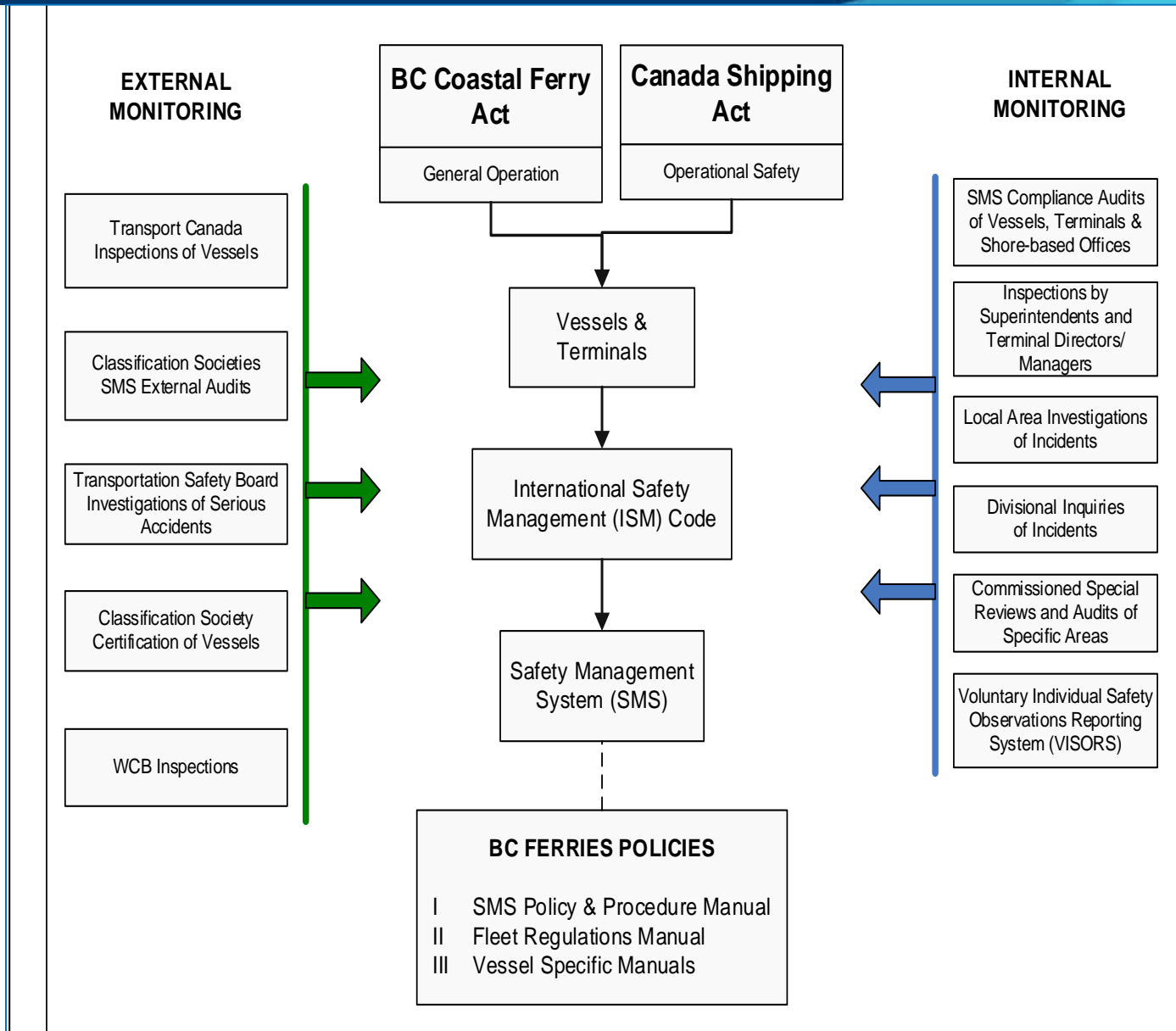
- Vehicle capacities from 16 to 410 cars
- Passenger capacities from 133 to 2052
- Crew ranges from 4 to 48







Safety Management System (SMS)



Learning from "The Queen of the North"

A profound event; triggered major renewal of safety culture

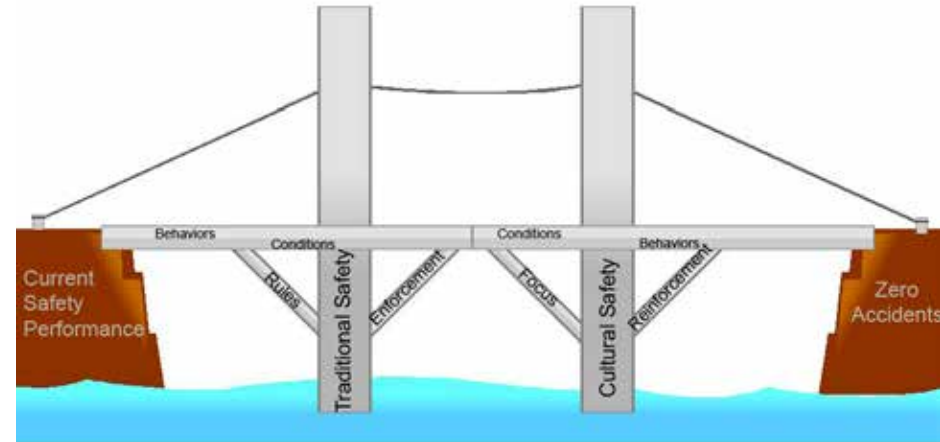
- Engage our people
- Engage the union
- Engage international expertise
- Integrate occupational and operational safety
- Focus on culture and risk
- Imbue the culture with understanding of human factors

Our Goals:

Transform our safety culture

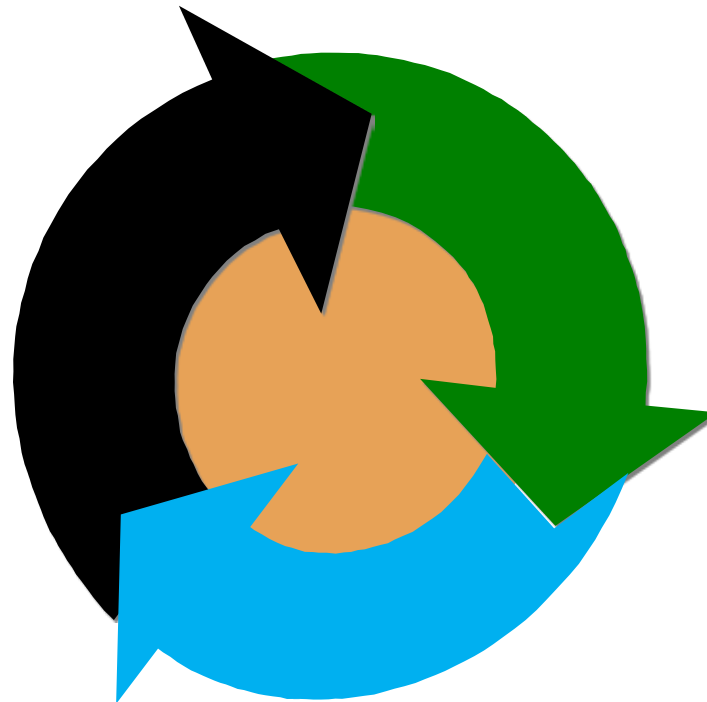
Embody the transformation in our SMS

Be a world leader in safety management



STEERING COMMITTEE

BCF
Management
Representation



BC Ferry &
Marine
Workers' Union
Representation

External Expertise
WrightWay Training and Force Technologies



SailSafe

Joint initiative BC Ferry & Marine Workers' Union and BC Ferries

Close cooperation; open and transparent process

Recognizes the Union as a leading safety advocate

- Bring employees into the cultural effort

Inclusive, non-judgemental, goal focused

- Creation of a just culture

Methodologies:

- Leave rank at the door
- Labour relations stays out
- Harness the creativity and concerns of the people
- Broad based working groups
- Gather "gold dust", make them nuggets
- Develop actions plans for change

What came out of this?



Employee Engagement

4,500 bits of Gold Dust

Gathered from approximately 3000 employees

Organized under 4 safety “pillars”:

- People
- Assets
- Procedures
- Communication

85 Action Plans:

- 44 for Immediate Implementation
- 41 Medium Term Implementation

Some of the biggest:

- Revitalise the SMS
- Risk assessment
- Employee Care
- Better communication



-  ALL
-  LEARNING
-  EVENTS
-  REPORTED
-  TODAY

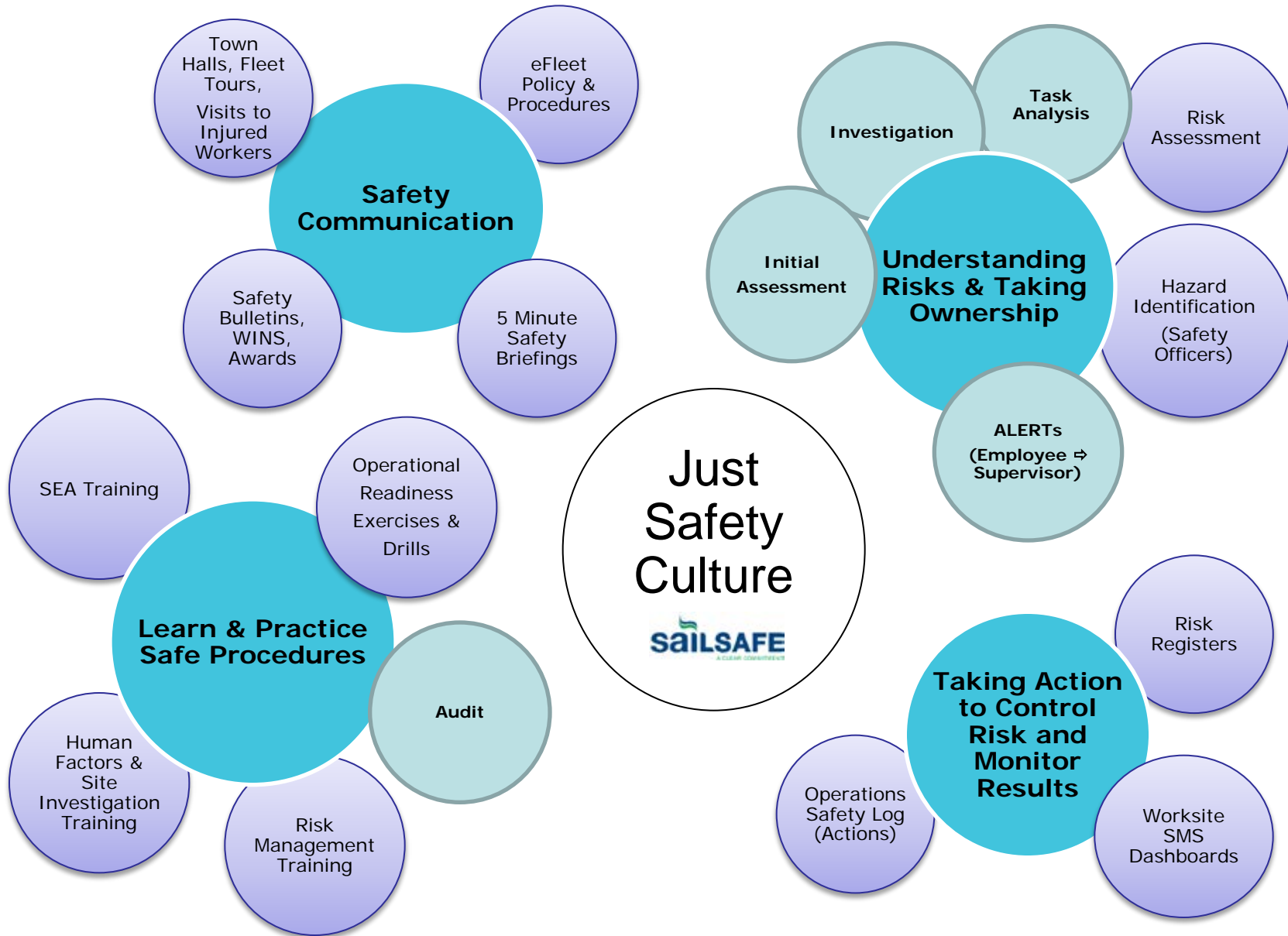


"Blame"



"No Blame"

SMS Elemental Components



Employee Care and Injury Reduction

Our people are the key to a safety culture

If we want our people to care for the Company (and our passengers), the Company must care for our people

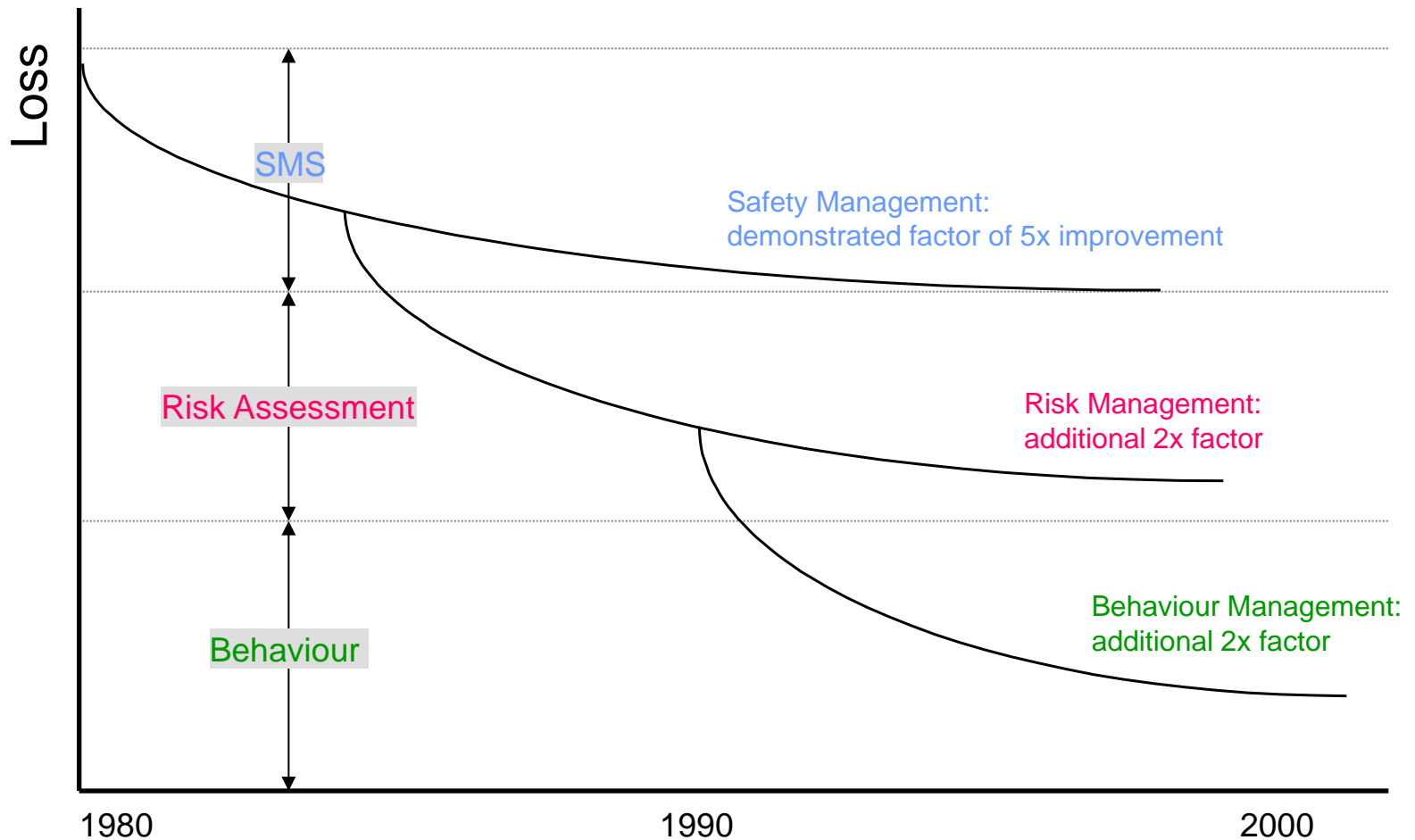
Reducing injuries is a real and compassionate way that shows "We Care"

An intensive effort to reduce injuries

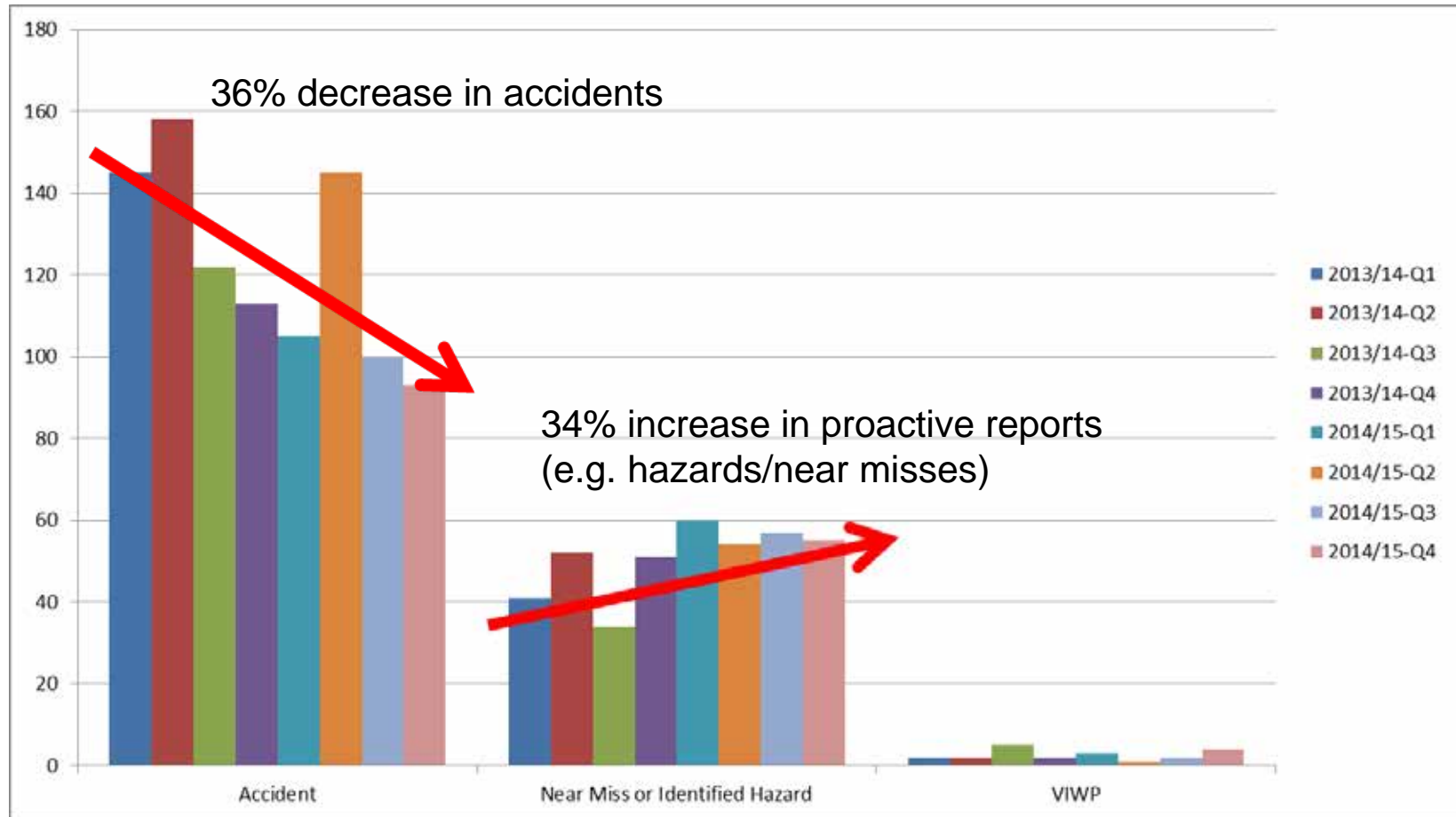
ALERT – All Learning Events Reported Today
 "You're important to us; We need you here"
 Customer Code of Conduct
 Employee Recognition



Evolution of Safety Performance



IAR Trending





Awareness of human factors but lacked a rigorous framework to manage them

Goal: Increase ability to recognize and manage human factors; and mitigate adverse impacts

- Engaged expertise from Europe
- Trained senior executive, union and safety department
- Rolled out training to senior officers and front line supervisory staff
- Integrated Crew Resource Management
- Simulators in-house and external institutions





- **Standardized Education and Assessment Program used to train all employees:**
 - Replaces traditional system of familiarization/ job shadowing
- **SEA Process**
 - Ensures all Candidates receive the same level of instruction and interaction
 - Clear and standardized process and documentation
 - Best practices are captured
 - Detached trainer so learning can be focused
 - Objective measures of success
- **Same approach is used across all lines of business**
 - Deck, Engineering, Catering and Terminals
 - 36 positions
 - 400 SEA Trainers

Goal: Establish a coordination centre to improve communications and response to events

Centralized fleet and terminal communications

Staffed 24/7

Monitors fleet position, operations, traffic, near miss events and security



Internal Communication

BC Ferries has many small, local operations

Getting clear communication throughout the organization has been difficult

Goal: Get clear and consistent communications to every employee

ALERT Flash communication of critical learning events

E mail for all employees who want it

"Five minute" daily briefings

Dedicated safety websites

President Information Sessions

"Town hall" meetings

Front line supervisory training

Operations & Security Centre

Field time, field time, field time



BC Ferries performs 22 refits per year on 35 vessels using internal and external yards

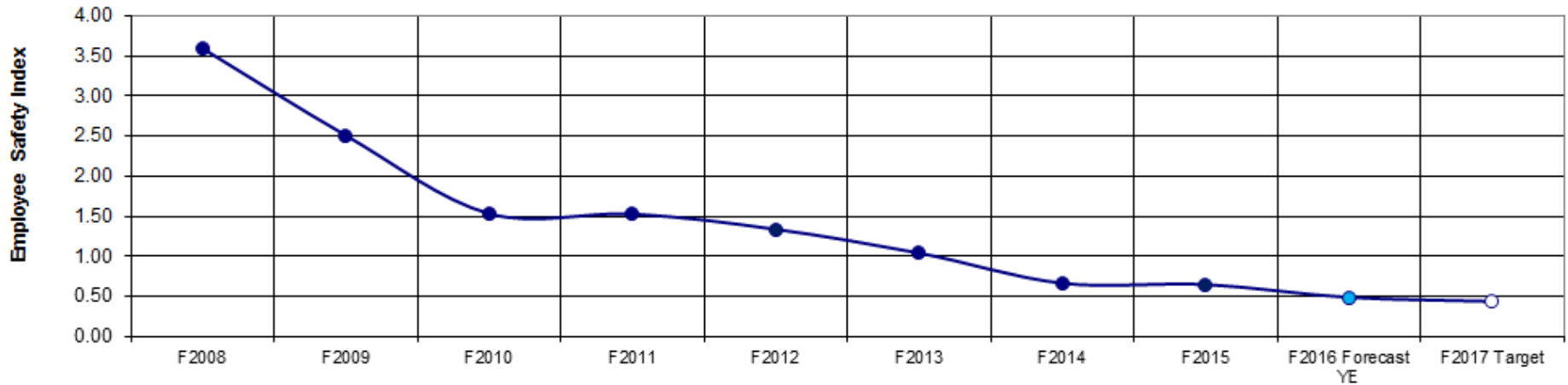
Goal: Simplify processes, reduce time to correct defects, improve quality

- Every ship has a specialized shore maintenance manager
- Establish critical spaces for each vessel
- QA certification for internal ship and project management office
- Renewed Computer Maintenance Management System (Maximo)
- Re-write procedures for our most hazardous ops: confined space entry, diving and live electrical work (arc flash)
- Established expert Project Management Office



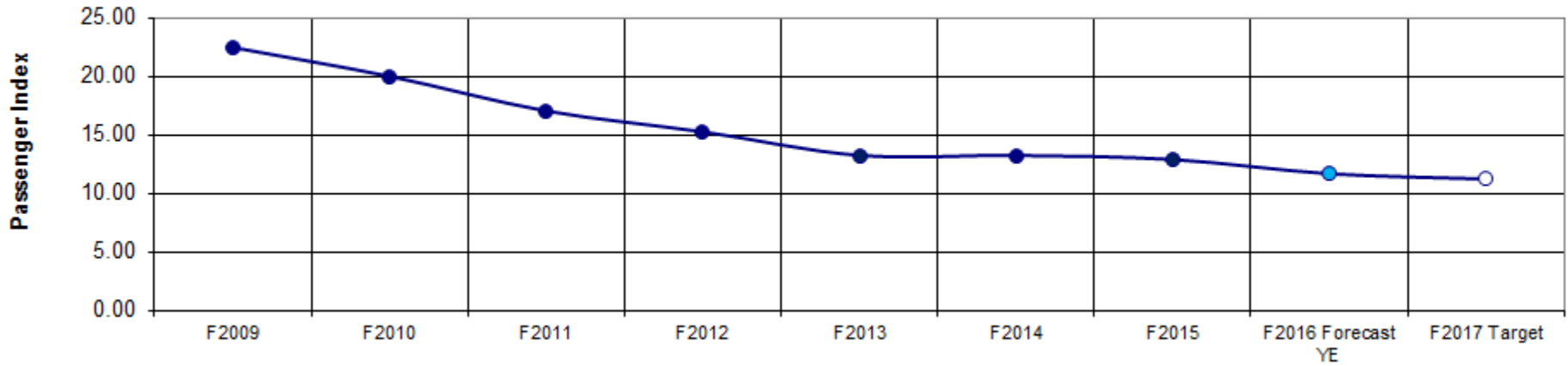
Employee Safety Index

Employee Index Actuals and Target



Passenger Safety Index

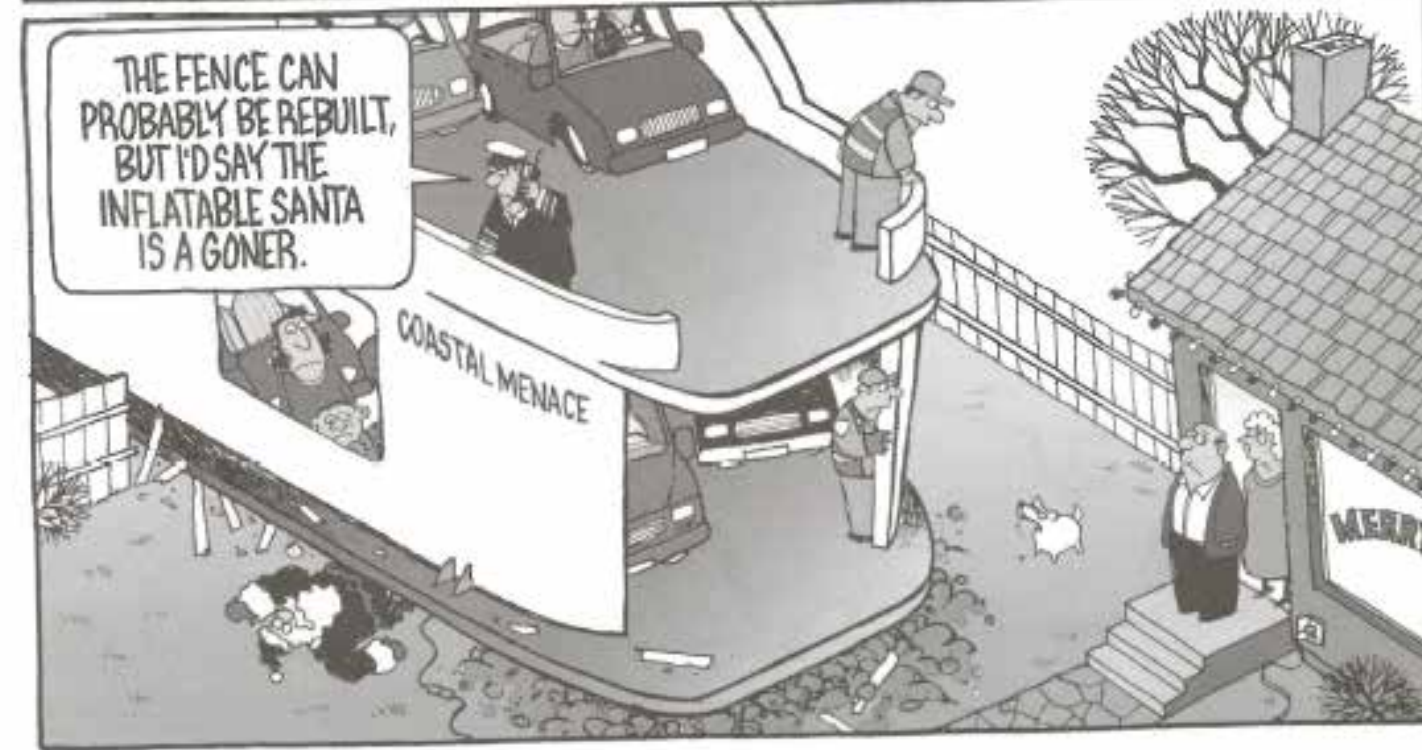
Passenger Index Actuals and Target



Conclusions

- **Serious workforce engagement**
- **89.3% decrease in employee injury rate and severity**
- **58.4% decrease in passenger injuries**
- **Fewer safety critical incidents**
- **Better reporting, at earlier stages of event**
- **Better labour relations**
- **Focus on Health & Wellness**
- **Lower costs:**
 - Lower absenteeism
 - Lower workforce injury insurance rates
 - Less asset damage
 - Better maintenance
- **WorkSafe BC in partner with British Columbia Maritime Employers Association - Certificate of Recognition**
- **Safety Awards:**
 - Latitude - Inspiring Safety – 2013 International Winner
 - Lloyds North America Training Award – 2014 – Bridge Simulator Training Program





Questions?