



# SAILS SAFE ENGAGEMENT REPORT AND RECOMMENDATIONS

December 2023

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## TERRITORY ACKNOWLEDGEMENT

BC Ferries acknowledges and respects the territories of Indigenous peoples on whose beautiful lands and waters our ships, offices, and terminals operate. We remain committed to furthering long-lasting respectful relationships with the Indigenous communities we serve based on good faith, trust, effective working partnerships, and mutual respect.

We also understand that with terminals and routes that traverse much of the provincial coast and Gulf Islands, simply acknowledging and honouring where our office or terminal is located is insufficient. We encourage all BC Ferries staff to make themselves aware of whose traditional lands and territories they work on.

To do so please consult <https://native-land.ca> and <https://www.whose.land>.

## FORWARD

Since I joined BC Ferries in the spring of 2023, I've been struck by the genuine respect people have for the importance and significance of the work they do. As leader of this company, it's my responsibility to channel that passion, making sure you have everything you need to be successful. Most important of all is making sure that you are – and feel – safe every day you come to work.

Our company values include safety, caring, collaboration and respect. For 17 years, the SailSafe program has been helping us uphold those values by giving you a venue to learn, be heard and contribute to the decisions that impact your work.

Over the past year, SailSafe hosted a new wave of engagement sessions to gather your feedback on the work experience here at BC Ferries, and specifically ideas about how we can improve.

That's been compiled into this summary report, and I'm pleased to be sharing it publicly. It represents the workplace as you experience it, and importantly the workplace you want to see. Critically, it emphasizes the need to broaden our approach to safety, and specifically to address the physical, psychological and emotional elements of safety in the workplace.

We've begun tackling some of the report's recommendations already and although this kind of change doesn't happen overnight, we're committed to investing in and improving how we create a safe work environment.

A sincere thanks for participating in the engagement process and sharing your perspectives with the SailSafe team. On behalf of the BC Ferries' senior leadership team, I can say with confidence that together we will build a broader view of safety here and create the kind of company where people can be confident they will thrive in their jobs and careers.

A handwritten signature in black ink, appearing to read 'Nicolas', enclosed within a circular scribble.

Nicolas Jimenez  
President and CEO

## INTRODUCTION AND BACKGROUND

SailSafe began as a joint initiative between BC Ferry Services Inc. and the BC Ferry & Marine Workers' Union that builds on BC Ferries' current safety practices and reflects the company's and Union's commitment to safety as an essential part of our business and daily work. Employee engagement is critical to the success of SailSafe as employees play an integral part in identifying methods for enhancing safety and ensuring that it is prioritized each and every day.

Since its inception in 2007, SailSafe has positively influenced BC Ferries business by identifying and supporting multiple major and minor projects that have impacted all lines of business throughout the company. To accomplish this, SailSafe has served as a support system between the lines of business and front-line employees, gathering inputs from all levels across the organization through facilitated engagements and providing that information to the lines of business to inform successful projects and improve safety and employee experience. See Appendix A for a comprehensive list of SailSafe supported initiatives through the years.

As a neutral party, SailSafe is a safe space where employees feel comfortable sharing their experiences and safety concerns as an employee at BC Ferries.

In July of 2022, executive teams from both the company and union came together for a two-day facilitated visioning workshop in Victoria. The goals were to renew the direction and the support for SailSafe as BC Ferries' flagship safety and employee engagement program, align priorities and expectations, and define a vision for the future of the program.

Coming out of the workshop, six new focus areas had been identified for SailSafe that then needed to be validated through proper employee engagement.

SailSafe turned its focus to developing and executing a robust employee engagement campaign to gather the input needed to inform a vision and action plan for the future of the program. This report is a summary of what we heard from you.

As SailSafe evolves over time, People, Communication, Procedures, and Assets continue to be the guiding pillars for the program. Ultimately, SailSafe aims to change the culture of the organization. The goal is to make a holistic and uncompromising commitment to safety a natural part of our daily work. By doing so, BC Ferries will continue to grow as a great place to work and deliver quality service to our people and our passengers.

## ENGAGEMENT CAMPAIGN

### THE PLAN

Employee engagement is the heart of SailSafe as employees play an essential role in identifying methods for enhancing current practices and ensuring safety is prioritized, each and every day. Employee input on opportunities for improvement is only the first step; they must also be included in the development and implementation of solutions. Recognizing this, the engagement campaign was designed in distinct stages:



### Pop-Ups (Complete)

A series of light-touch, informal, site visits were conducted throughout the company between October 2022 and February 2023. These included round trips on vessels, discussions with teams at their worksites, and worksite BBQ's. At each pop-up, employees had three ways to share their experience as an employee of BC Ferries, through an online survey, free form feedback sheets, and in-person discussions.

While it was presumed the feedback would be focused on physical safety topics, it quickly became apparent that, due to a lack of structured engagement for a number of years and more recent changes to the working environment, employees wanted to discuss a broader range of issues. Widening the scope for feedback proved to be an extremely valuable means to understand the current state of the employee experience at BC Ferries.

All responses from the pop-ups have been organized, recorded and assigned to an overarching category. The categories include:

Communications & Engagement	Policies & Procedures
Training & Education	Reporting & Investigations
Workforce Planning	Operations
Management & Leadership	Equipment & Supplies

### Town Halls (Complete)

Since inception, SailSafe has utilized town halls as one of its most important employee engagement tools. Traditionally they have been available to all regions with in-person meetings and taken on an open dialogue format where attendees have the opportunity to share their ideas and concerns with the leadership in attendance. Due to staffing constraints over the past few years, the ability to relieve employees in the same manner for in-person sessions has not been feasible.

SailSafe opted to take a new approach to the town halls for this round of engagements. The town halls set out to analyze and prioritize the feedback from the pop-ups. This time, sessions followed a structured format, focused on a specific category of feedback from the pop-ups, and attendees included regional safety committee members, union representatives and delegates from relevant lines of business.

Attendees were put in groups, which were assigned a sub-category, and then were asked to review a set of employee comments under that sub-category. Based on review of the comments, they were tasked with identifying the underlying issue(s) and summarizing the comments by creating a 'problem definition' statement.

Next, SailSafe asked each group to define what success would look like if the underlying problems were appropriately addressed by the company. Each group then reviewed their 'problem definition' and created a 'success statement'. In the interest of time and efficiency of process, participants were guided away from trying to develop solutions to the defined problems as scoping and solutions will be addressed in a later phase.

The problem definitions and success statements created in these sessions provide SailSafe with a clear picture of the current state as well as the desired future state for each sub-category.

Finally, employees at each town hall were given the opportunity to identify their first, second and third priorities based on the assigned category for their town hall. SailSafe is using this information to identify the highest priority 'areas of interest' for employees.

To officially wrap-up this stage of engagement, SailSafe offered a series of virtual town halls open to all employees. These sessions provided an opportunity to close the loop with a summary of all the feedback received through the two phases of engagements and an opportunity for anyone who didn't get a chance to participate in the previous phases the ability to provide their own input.

#### *Focus Groups (Upcoming)*

This phase of the engagement campaign will commence once specific areas of interest have been supported, resourced and project teams are assigned to address specific issues. These sessions will bring together a diverse group of impacted front-line employees along with representatives from the union and project teams to participate in facilitated and structured engagement sessions with project specific desired outcomes.

This focus groups phase of engagement will be structured utilizing established change management processes to ensure that the people side of change is managed alongside project management and delivery. These focus groups will support the lines of business in the engagement with employees, development of potential solutions and inform the scope for each approved area of interest. In some instances, multiple engagement sessions may be required.



## THE OUTCOMES

Through the pop-ups, SailSafe received approximately 1,500 pieces of feedback from 1,000 employees at 27 worksites. As noted above, each piece of feedback was sorted into one of eight overarching categories and then to an appropriate sub-category.

Following the pop-ups, approximately 218 members of the BC Ferries team attended one of 10 town halls where the comments and suggestions from the pop-ups were analyzed and prioritized. Each town hall produced clear problem definitions and success statements for each sub-category as well as three priorities for each overarching category.

Below is a detailed outline of the 10 highest-ranking priority areas of interest from the town halls.

### 1. Category: Workforce Planning, Sub-Category: Recruitment & Retention

**Problem Definition:** *"Lack of long range resource planning creates inconsistent employee workloads and underutilization of critical positions."*

**Success Statement:** *"BC Ferries is an employer of choice offering consistent, regular work that allows for work-life balance."*

#### **Discussion Notes:**

Participants discussed inconsistencies in workloads across the organization. For example, there are underutilized employees who struggle to pay their bills and maintain certifications due to lack of shifts, while others are overworked and experiencing burnout and fatigue. Historically, the lack of long-range planning led to a reactionary recruitment program that has not met the long and short-term needs of the organization. The working environment is creating low morale and poor employee experience, which is leading to recruitment and retention challenges.

### 2. Category: Training & Education, Sub-Category: Supervisor & Manager Leadership Training

**Problem Definition:** *"No succession planning, mentorship or supervisory/leadership training. Lack of continual leadership supports."*

**Success Statement:** *"Success would be having proper succession planning, mentorship and supervisory/leadership training. We need a career navigator plan that gives the employees the tools to set their path and how to get there. We need to teach them to be supervisors/leaders before they enter into leadership roles. Detailed, expanded supervisory/leadership training for internal and external new hires."*

#### **Discussion Notes:**

Participants discussed how BC Ferries needs to inspire employees to want to be effective leaders and then give them the proper tools and support to get there. Leaders are not trained on how to support their teams effectively. BC Ferries needs a clear vision and standardized approach to succession planning. Supervisor and manager expectations need to be clear and they need to be trained and given the tools to meet those expectations, and then held accountable. They also need to be given training, including safety knowledge, and be empowered to support, coach and hold their teams accountable. Communications and promotions of existing programs need to improve for employees and they need the time, with pay, to take advantage of them.

### 3. Communication & Engagement, Sub-Category: Morale

**Problem Definition:** *“Employees don’t feel that they are taken care of as people with hopes, dreams, and families. There is a lack of positive feedback.”*

**Success Statement:** *“Improve the ‘soft skills’ for all levels and more positive direct feedback to employees.”*

#### **Discussion Notes:**

Participants discussed how they feel like they are treated as just a number and that the only thing that matters to senior management is customer experience. They commented on how they rarely receive positive feedback from their leaders, they struggle to access information they need in their roles, they aren’t included in the decisions that impact them and the ‘the why’ behind the decisions isn’t shared. They also discussed how there is no priority placed on their work-life balance and health and wellness.

### 4. Category: Workforce Planning, Sub-Category: Shifts & Schedules

**Problem Definition:** *“Work schedules currently do not support work-life balance and create fatigue without the appropriate relief, which is unsustainable.”*

**Success Statement:** *“For all employees to have a schedule that supports their ability to thrive both at work and outside of work, where the appropriate relief is available.”*

#### **Discussion Notes:**



Participants discussed how current shift patterns are outdated and do not work in many instances. They are unattractive for the modern workforce and lead to challenges with recruitment and retention, fatigue and burnout, and a lack of work-life balance. For example, many expressed a keen interest in a day for day shift model.

5. Category: Communication & Engagement, Sub-Category: Safety Culture

**Problem Definition:** *"Varying levels of leadership aren't receptive to safety mitigation, it is reactive, not proactive and employees fear reprisal. Not all employees trust that we have a culture of safety."*

**Success Statement:** *"Employees feel involved in the solution/resolution, empowered and safe to report safety issues in the knowledge that action will be taken and reported back to the employee through proper feedback loops. An environment where all employees can express safety concerns and believe in the process."*

**Discussion Notes:**

Participants discussed how the company has to view safety reporting as an opportunity and not take a defensive approach as it will help to build trust. There is a discrepancy in the strength of the safety culture at different levels of management and varies by worksite throughout the fleet. For example, some employees expressed fear of reprisal from their leaders for reporting safety concerns while others feel supported by their leaders to report hazards in their workplace. The overall sentiment was that there is room for improvement and leaders need to be trained on the safety systems that exist, why they exist, and how to encourage and empower their employees to use the tools available to them, without fear of reprisal. More leaders need to be thankful for employees that have the courage to bring a safety concern forward.

6. Category: Workforce Planning, Sub-Category: Compensation Packages

**Problem Definition:** *"Compensation and benefits are not equitable or above industry standards anymore which is challenging with inflation and the cost of living."*

**Success Statement:** *"Wage increases which result in a larger pool of higher quality candidates and a more stable workforce."*

**Discussion Notes:**

Participants discussed how BC Ferries used to pay above industry standards, which contributed to being an employer of choice for years, and is no longer the case. Current employees struggle with the costs of living and are more open to employment options elsewhere if the compensation is better. The current compensation is negatively impacting BC Ferries' ability to attract and retain a highly qualified and safer workforce. There needs to be better financial incentives for career growth and progression, in some cases the large increase in responsibility in the higher-level roles is not reflected in the compensation offered. There also needs to be better consistency, communication and transparency regarding compensation across the organization.

7. Category: Communication & Engagement, Sub-Category: Recognition

**Problem Definition:** *"Employees do not feel included, appreciated or recognized for personal or group achievements."*

**Success Statement:** *"Continually recognize employees for their successes throughout the year."*

**Discussion Notes:**

Participants discussed how they feel undervalued by management at all levels and how they would like to receive more recognition for the work they do from their immediate supervisors and managers, but also the company as a whole. Leaders need to be given the skills, budgets and tools to do this and the time to spend with the employees to have these conversations. Employees also want to be included and engaged by leaders in the decisions that affect their jobs.

#### 8. Category: Training & Education, Sub-Category: New Hire Orientation

**Problem Definition:** *"We make orientation confusing, overwhelming, expensive and not specific to the new hires job so they lose engagement throughout the process. Information overload is causing confusion and no formal orientation in place for non-fleet positions."*

**Success Statement:** *"If after 3 months with the company the new hire still feels supported, connected and understands the basics of their specific position and culture of the company, we will be successful. New hires get the optimal amount of information at appropriate times to be successfully integrated into the company."*

#### **Discussion Notes:**

Participants discussed how new hire orientations should be available for every position in the company and be specific to the role/department. Orientation needs to focus on safety and the basic requirements of each person's new role and not be watered down with excessive information that can be delivered at a later date. There needs to be better expectation setting for new hires on the responsibilities of the role and the onboarding process during the hiring process. Issues tend to come to a head once a new hire gets to SEA training and they fully realize all that the role encompasses. Mentors should be assigned to follow them along through their onboarding for continuous contact and supervision. We need supervisors and managers to be better connected with their teams so they can assist with coaching and creating career development plans. The current process is overwhelming and not specific to roles, and as a result, much of the information is not retained and new hires become disengaged through the process. There is a lot of confusion around points of contact, responsibilities, locations of important information and chain of command.

#### 9. Category: Training & Education, Sub-Category: Training Resources

**Problem Definition:** *"Available training and education resources are not being accessed or utilized due to lack of awareness of what is available to employees. Lack of staffing and financial resources to support training expectations."*

**Success Statement:** *"Engaged employees who are given the access and knowledge to find the resources and supports needed to develop in their careers and allocated the appropriate time to complete it. Every employee feels they have received the training to successfully complete their job and training goes beyond the bare minimum."*

#### **Discussion Notes:**

Participants discussed how training resources need to be relevant and higher quality so that the information is engaging and is retained. We need to empower our leaders to incentivize their employees to not just do the mandatory but also the "nice to have" training that is available. Compensation and time are required for training. It is no longer acceptable to expect people to do training on their days off without pay. Training needs to be more targeted, right now there is training overload with some of it not being relevant to all positions and in some cases training that is worthwhile is not being delivered or offered unless on personal time. Training requirements need to be properly identified for each position and centrally tracked for all departments in the company, not just operational employees.

10. Category: Training & Education, Sub-Category: Training Delivery

**Problem Definition:** *“Training and qualification systems do not meet the employees, supervisors or managers expectations to create an informed, confident person in their new job and ongoing career.”*

**Success Statement:** *“Employees, supervisors and managers need real-time access to all information relevant to qualifications and their expiry. Training duration, material, facilitators, and educators should meet the outcomes expected by the training programs and staff being trained.”*

**Discussion Notes:**

Participants discussed how there is generally a preference for in-person training versus online due to many employees’ level of computer literacy, ability to access a computer on-shift and reliable connectivity. Not all adults learn the same way and different approaches may be required for the material to be fully understood and retained. If training has to be completed off-shift there must be compensation available for completing it. If it has to be completed on-shift then the appropriate amount of time has to be allocated so that it doesn’t impact the other requirements of the job or the rest of the team. All training should be centrally tracked for all employees, not just operational employees.

Additional Observation

A reoccurring theme was present throughout all of the employee engagements - that initiatives are actioned in silos, reactively, without consistent inter-departmental communication or employee input and proper engagement. As a result, they often only address a portion of a larger issue, they struggle to get employee buy-in and participation after implementation, and sustainment is challenging. This demonstrates that the people side of change can be managed more effectively.



## THE OPPORTUNITY

Review and analysis of the engagement feedback shows that, while employees identified some areas to improve physical safety, their primary concerns lie with the elements of their work that are negatively affecting their psychological health and safety and their overall employee experience.

A psychologically healthy and safe workplace is one that promotes employees' psychological well-being and actively works to prevent harm to employee psychological health and, in doing so, elements of physical safety are also improved. The focus is not on an individual employee's health status, but rather on organizational factors.

Psychological factors are elements that impact employees' psychological responses to work and work conditions. Psychological factors include the way work is carried out (deadlines, workload, work methods, shift patterns), the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers) and the support needed to get the work done (training, career development, recognition, safe worksites, and communication).

While not a regulatory requirement, the national standard of Canada has recommended thirteen factors of psychological health and safety in the workplace<sup>1</sup>, which are:

1. **Psychological Support** is an environment supportive of employees' psychological and mental health concerns, and responds appropriately
2. **Organizational Culture** is a work environment characterized by trust, honesty, and fairness
3. **Clear Leadership & Expectations** is effective leadership and support that helps employees know what they need to do, how their work contributes to the organization, and whether there are impending changes
4. **Civility & Respect** is where interactions are respectful and considerate
5. **Psychological Competencies & Requirements** is a good fit between employees' interpersonal and emotional competencies and the requirements of the position
6. **Growth & Development** is encouragement and support for the development of employee interpersonal, emotional and job skills
7. **Recognition & Reward** includes appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner
8. **Involvement & Influence** is where employees are included in discussions about how their work is done and how important decisions are made
9. **Workload Management** is where tasks and responsibilities can be accomplished successfully within the time available
10. **Engagement** is where workers feel connected to their work and are motivated to do their job well
11. **Balance** is where there is recognition of the need for balance between the demands of work, family and personal life
12. **Psychological Protection** is where psychological safety is ensured, workers feel able to ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences
13. **Protection of Physical Safety** is where appropriate action to protect the physical safety of employees

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<sup>1</sup> <https://mentalhealthcommission.ca/national-standard/>

Research has shown when organizations implement evidence-based psychological health and safety strategies they perform better in all key performance categories from health and safety, customer satisfaction, human resource indicators, and shareholder returns. Because psychological safety is a concept that connects the dynamics of the workplace to the health, resilience, and well-being of society at large, organizations with strong worker psychological health and safety see reduced risk of conflict, grievances, turnover, disability, injury rates, absenteeism and issues with morale<sup>2</sup>.

By prioritizing and addressing the psychological health and safety needs of team members, BC Ferries can lay a strong foundation for developing more high-performing teams. When team members feel safe, supported, and valued, they are more likely to be engaged, collaborate effectively, and unleash their full potential.

#### DRIVING ORGANIZATIONAL CULTURE

Psychological health and safety should not be confined to a single department, it must permeate the entire organization and everyone must participate. The Executive Leadership Team sets the tone for the entire workforce. By embodying and promoting psychological health and safety principles, a powerful message can be sent to employees that their well-being matters. This, in turn, fosters a positive work environment, cultivates trust, and strengthens employee loyalty. With psychological health and safety embedded in the fabric of BC Ferries culture, it becomes an integral part of the company's identity and a catalyst for sustained success.

BC Ferries has an opportunity to take a more holistic approach to safety by adopting the principles of the national standard for psychological health and safety in the workplace to guide new projects and initiatives and ensure future solutions protect and improve the psychological health and safety of all employees and the overall safety culture.



## RECOMMENDATIONS

Once the town halls were underway, it was quickly apparent that overlap exists between the different areas of interest as well as a direct correlation to the 13 factors of psychological health and safety. SailSafe reviewed the outputs and determined that by targeting specific areas of interest, broad reaching positive impacts across many others can be achieved. In addition, employees expressed their desire for a psychologically safe and healthy workplace through requests to participate in decisions, receive recognition, be properly prepared for their roles, feel valued, and get support for growth in their professional and personal lives.

Based on these outcomes, SailSafe has two recommendations:

### 1. INVESTMENT IN THE PRIORITIZED AREAS OF INTEREST

BC Ferries should invest in the areas of interest that were prioritized by employees at the Town Halls. These same areas of interest will have the broadest benefits across the organization and are directly tied to the 13 factors for psychological health and safety.

The appropriate line of business should lead the strategic oversight, project management, implementation and sustainment for each of these recommendations. They should be informed by input gathered through facilitated engagements with end users, as noted on page 5 of this report. Facilitated, focus group style engagements will ensure that diverse inputs into solutions are captured so that they meet the needs of end users at an organizational level, not just departmentally, and to build awareness, desire, knowledge, ability and reinforcement for change for employees.

While the strategy, solutions, and implementation are the responsibility of the line of business, SailSafe should be the first consideration to support the facilitation of focus group engagement processes. This will build on and continue the important work done to date, create a neutral and impartial lens for projects, ensure that the impacts of projects on people are tracked and managed, and to offer a consistent communication conduit between employees and lines of business.

The recommended areas of interest, in order of priority based on employee input, are:

#### Workforce Planning and Support

Improvements to workforce planning and support, including but not limited to:

- Revised shifts/schedules
- Increased compensation
- Clearly defined roles and responsibilities
- Increased accountability
- Recruitment & retention
- Work life balance
- Consistency

*\*this recommendation encompasses elements of the following engagement sub-categories: Recruitment & Retention, Shifts & Schedules, Compensation Packages, Cross-Functional Communication, Safety Communication, Safety Culture, Policy & Process Enforcement and Worker Skills Training & Career Development*

#### Supervisor and Manager Leadership Training

A training program for all supervisor and manager positions, including but not limited to:

- Regulatory and safety awareness
- Policies and procedures
- Safety Management System

- Reporting tools - ALERTs
- Accountabilities (how to hold themselves and their team accountable)
- Interpersonal communication
- Employee recognition
- Career and personal support
- Coaching
- Succession planning
- Refresher training
- SEA training
- Work to address the relevant recommendations from the 2022 CoR Audit

*\*this recommendation encompasses elements of the following engagement sub-categories: Supervisor & Manager Leadership Training, Recognition, Training Delivery, Worker Skills Training & Career Development, Policy & Process Enforcement, Safety Communication, Cross-Functional Communication, Safety Measures, Access to Information, Safety Culture, Morale, Procedures & Protocols, Reporting, Employee Input and Recruitment & Retention*

### New Hire Orientation

Improvement to new hire orientation for fleet and administrative positions, including but not limited to:

- Review of all existing content
- Gap analysis
- Review of timelines, method of delivery and availability of refresher training
- Review of communications, availability of relevant documentation and information
- Review of program ownership and points of contact
- Expansion to non-operational employees
- Work to address the relevant recommendations from the 2022 CoR Audit
- SEA training

*\*this recommendation encompasses elements of the following engagement sub-categories: New Hire Orientation, Recruitment & Retention, Morale, Safety Culture, Worker Skills Training & Career Development, Access to Information, Cross-Functional Communication, Safety Communication, Policy & Process Enforcement, Procedures & Protocols, Reporting, and Employee Input*

### Internal Communication and Access to Information

Improvements to internal communications and access to information, including but not limited to:

- Ease of access
- Equitable access
- Timely and up to date information
- Up to date training and policy resources
- High-quality and relevant resources
- Targeted information
- Improved communication mediums
- Centralized information

*\*this recommendation encompasses elements of the following engagement sub-categories: Access to Information, Cross-Functional Communication, Communication Content, Communication Mediums, Recognition, Morale, Recruitment & Retention, Safety Communication, Safety Culture, Training Resources and Procedures & Protocols*

### Formal Mentoring Program

A formal mentoring program, including but not limited to:

- Personal and career goal setting
- Personal and career goal pathways
- Measurement
- Work life balance
- Health and wellness

*\*this recommendation encompasses elements of the following engagement sub-categories: Morale, Recruitment & Retention, Safety Culture, Recognition, Worker Skills Training & Career Development, Access to Information, Safety Communication, Cross-Functional Communication, Policy & Process Enforcement, Procedures & Protocols, Safety Measures, Employee Input, and Reporting*

## 2. PSYCHOLOGICAL HEALTH AND SAFETY FRAMEWORK

As an employee program, SailSafe must respond to the needs of the employees and, given the information gathered through the engagements, the role of SailSafe moving forward will require a shift away from primarily supporting physical safety initiatives to a more holistic approach that, in addition to physical safety, also focuses on psychological health and wellness.

If implemented appropriately, improvements to the above noted areas of interest will naturally improve some elements of psychological health and safety for employees. For sustained and more fulsome improvements in this space, SailSafe can support new initiatives by leading the development of a framework that can be integrated into, or is compatible with, new initiatives, existing governance practices and other systems in the organization. This will require commitment and active participation by both the organization and employees and will ultimately ensure new policies, procedures, projects and initiatives across the organization are developed and implemented in a way that is consistent with the standard and improves the overall employee experience at BC Ferries. It is recommended that SailSafe manage, measure and review the framework on an ongoing basis to ensure it meets the needs of the organization and to identify opportunities for improvement.

### OUTCOMES

By following the recommendations provided in this report, BC Ferries can expect to see the following business benefits:



## SAFETY IMPLICATIONS

Due to the incredible commitment from the company, union and employees through SailSafe over the past 17 years, BC Ferries has a robust Safety Management System and the supporting committees, reporting tools, policies and procedures that, when properly utilized, support the safety needs of the organization. Investing in the recommendations in this report will ensure that all employees understand the safety tools and processes available to them so that they can be utilized to their full intent and capacity.

Further, by better preparing employees for their roles at BC Ferries, and their role in safety, through proper and ongoing training, clearly defined roles and responsibilities, accountability, mentoring and other supports, the company can expect to see improved safety performance. Utilizing and implementing a psychological health and safety framework would establish a holistic approach to safety prevention and will ensure that employees physical and psychological health and safety are managed and protected and will result in fewer reactive measures in the future.

## DELIVERY

SailSafe has reviewed the recommendations and developed high-level estimates on the benefit to the organization, cost, and level of complexity/time needed to deliver, which are outlined in Table 1.

Table 1: Estimates for Each Recommended Area of Interest			
Area of Interest in Priority Order	Benefit	Cost	Complexity/Time
Workforce Planning	★★★★★	💰💰💰	⌚⌚⌚
Supervisor & Manager Leadership Training	★★★★★	💰💰💰	⌚⌚⌚
New Hire Orientation	★★★★★	💰💰	⌚
Internal Communication & Access to Information	★★★★★	💰💰💰💰	⌚⌚⌚⌚
Mentorship Program	★★★★	💰	⌚

Work on some of the recommended areas is currently underway within the lines of business. SailSafe is not intended to duplicate efforts. Rather, the SailSafe approach is to provide expertise in engagement by supporting the work undertaken by the lines of business and project teams by collecting and sharing company-wide considerations gathered from employees through facilitated project specific engagements. This helps to identify gaps between the project plans and employee needs and support successful implementation of solutions.

Table 2 outlines the roles and responsibilities for the relevant Lines of Business (LOB) and SailSafe with respect to each of the recommended initiatives moving forward. Depending on the project, more than one round of engagement may be required in order to ensure adequate employee input is considered in the solution.

Table 2: Roles & Responsibilities					
Area of Interest in Priority Order	Strategy	Project Management	Engagement	Implementation	Sustainment
Workforce Planning	LoB	LoB	SailSafe	LoB	LoB
Supervisor & Manager Leadership Training	LoB	LoB	SailSafe	LoB	LoB
New Hire Orientation	LoB	LoB	SailSafe	LoB	LoB
Internal Communication & Access to Information	LoB	LoB	SailSafe	LoB	LoB
Mentorship Program	LoB	LoB	SailSafe	LoB	LoB



## CONCLUSION

What employees have told us during the SailSafe engagements creates an opportunity for BC Ferries to approach safety holistically by creating a physically and psychologically healthy and safe workplace for all employees. The recommendations provided in this report will be big first steps for BC Ferries to further improve safety and morale for employees and ultimately improve performance and customer experience. At the same time, SailSafe will continue to function as a vital conduit between the company and its front line.

By incorporating employee engagements in how workforce planning, supervisor and manager training, onboarding, internal communications and mentoring are improved, the safety systems and tools, training programs, communications, and policies and procedures will be better understood, utilized and enforced. This will result in a thriving safety culture and improved safety performance. Additionally, a psychological health and safety framework can be utilized to ensure that all new projects and initiatives consider and protect employees' psychological health and safety.

As an organization, BC Ferries cannot afford not to invest in these recommendations. Doing so will improve employee experience and, by extension, the company's ability to recruit and retain qualified employees. This will enable BC Ferries to connect communities and customers to the people and places important in their lives safely and reliably while reviving the company's reputation as an employer of choice in British Columbia.



## APPENDIX A – SAILS SAFE MAJOR AND MINOR PROJECTS



All Action plans by Phase and Team Areas of Focus

<b>Phase I (Dec 2007 – Dec 2009) 48 APs</b> 1.1. New Hire Mentor/Buddy System 1.2. Employee Code of Conduct 1.3. Employee Recognition 2.1. Assessment of Dollies 2.2. Wet Weather Gear Program 2.3. Tugger Update 2.4. Oil Spill Equipment 3.1. Company Safety Procedures 3.2. Fleet Regulations, Terminal and Vessel Specific S.O.P.s 3.3. Risk Assessment Procedures 3.4. Safety Procedures at Every Worksite 3.5. Site Joint Safety and Health Committees 3.6. Transport of Firearms by Foot Passengers 3.7. Emergency 911 Response 3.8. Bomb Threat Response Procedures 3.9. All Learning Events Reported Today (ALERT) Handbook 3.10. Local Incident and Learning Event Investigation 3.11. Employee Injury Matrix 3.12. New Directives, Change to SOPs 3.13. Right to Refuse Passage, Customer Code of Conduct 3.14. Security Planning 3.15. Marine Emergency Duties Record Books 3.16(a) Personal Protective Equipment Use, Regulatory Comp. 3.16(b) Working Alone 3.17. Standardized Filing System 3.18. Passenger Loading Procedures 3.19. Vessel Sounding 3.20. Use of Traffic Control Wands 3.21. VHF Radio Interference 3.22. Employee Identification Cards 3.23. On Time Performance 3.26. Ramp Aprons 4.3. BCF Telephone Directory/Departmental Reference Guide 3.27. Workplace and Job Posting Information 3.28. Drills 4.1. Daily Briefings 3.24. Passenger Safety Management Kits 3.25. Operation in or near an Area of Restricted Visibility 4.2. Terminal, Vessel, Crewing Knowledge Transfer and Sharing 4.4. Worksite Information Posting Boards (Housekeeping) 4.5. Employee BCF E-mail Address Access 4.6. Glossary of Terms 4.7. Regular Communication Updates 4.8. Personal Safety Involvement 4.9. SailSafe Information 4.10. Internet Improvement, Focus and Access to Safety Info 4.11. Office Evacuation/ Fire Wardens 4.12. Environmental Bulletins 4.13. Annual President's Award	<b>Phase II (Jan 2010 – Mar 2012) 36+5 APs</b> 1.1 Co. Safety Procedures (Ph1 carry over - 3.1) 1.2 Fleet Regs (Ph1 carry over - 3.2) 1.3 RA Procedures (Ph1 carry over - 3.3) 1.4 Working alone (Ph1 carry over - 3.16b) 1.5 PPE supply 1.6 Health and Wellness 1.7 Incident & accident investigation 1.8 Industrial Hygienist on staff 1.9 Improved VISORS 1.10 Watch Handover 1.11 Appropriate Uniform & Safety Equipment 2.1 Car deck emergency management 2.2 Drills (Ph1 carry over - 3.28) 2.3 New Hire Training 2.4 Supervisory Training 2.5 Employee Training & Competency 2.6 Improve Safety & Training Material 2.7 Develop Trainers as a Core Group 2.8 Cross Training / Job Shadowing 2.9 Bosun / Lead deckhand 2.10 BRM & bridge procedures 2.11 Muster List Standard 2.12 Crew Place List 3.1 Supply Chain Management 4.1 Baggage Security and Safety 4.2 Improved Contractor Security 5.1 Management of Asset Maintenance 5.2 Quality Control 5.3 Asset Documentation and History 5.4 Promote our Environmental Policies 6.1 Team Building 6.2 Quick Reference Guide 6.3 Design & Planning using employee input 6.4 Employee Communications 6.5 360 Communications 6.6 IT Communications 6.7 Team meetings 6.8 Shipboard Teams 6.9 Electronic Communications 7.1 Continued Engagement WayForward 7.2 Hours of Work
	<b>Phase III (Apr 2012 – Aug 2015)</b> 1 Building and maintaining SailSafe awareness 2 ALERT Process 3 Safety Committees 4 Town Halls 5 Monitoring of Ph I and II action plans
<b>Teams (Sept 2015 – Mar 2016)</b> 1 Awareness and Communications 2 Team Building 3 Health & Wellness 4 Leadership in Safety 5 Monitoring of Ph I and II Action Plans	<b>Teams (Apr 2016 – Feb 2019)</b> 1 Drills 2 Fatigue 3 ALERT Process 4 Health & Wellness
	<b>Teams (Mar 2019 – 2022)</b> 1 Drills 2 Fatigue 3 Safety Reporting 4 Respect & Inclusion 5 Safety Committee Support