



MADE SAFE



2016-2020 Strategic Plan November 2017 Revision 1.0

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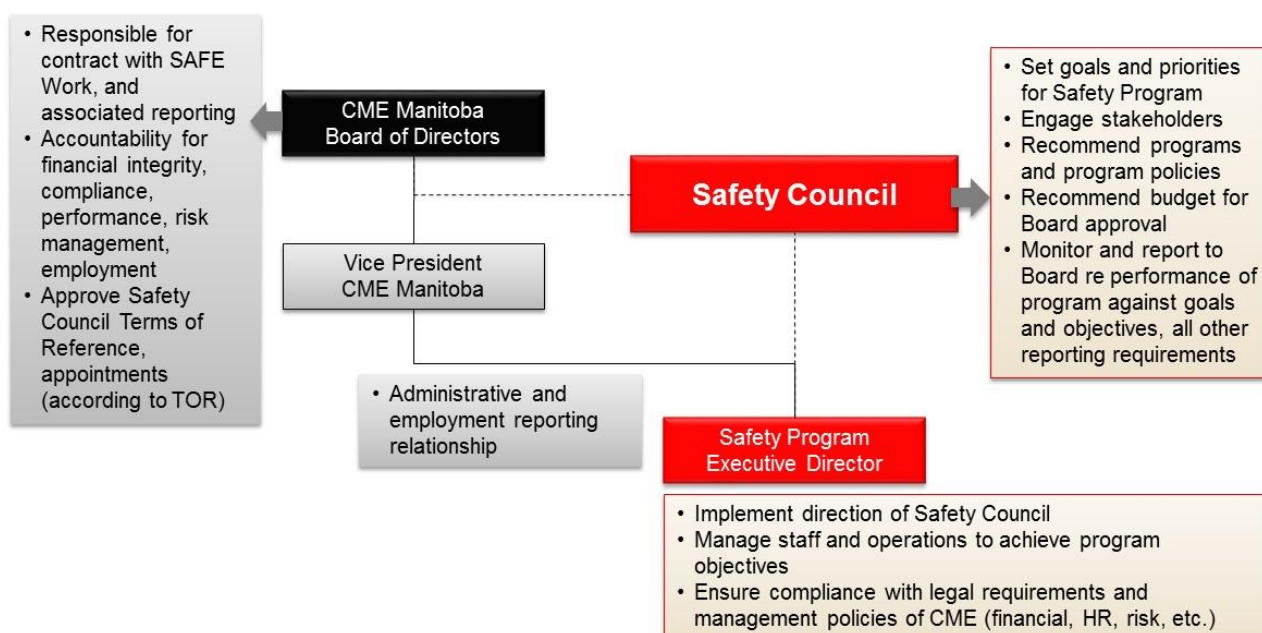
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INTRODUCTION

MADE SAFE was established in 2015 to provide workplace health and safety services to the manufacturing industry in Manitoba. It was developed on the foundation of the safety program developed for the agricultural equipment manufacturing industry by Agriculture Manufacturers of Canada. The program is hosted by CME Manitoba, and funded by a levy paid by the industry and administered by SAFE Work Manitoba. This is MADE SAFE's second strategic plan, to provide direction to its development and focus. It covers a review of the first two years (2016-2017) of the first strategic plan as well as an update for the period 2018-2020.

MADE SAFE's governance structure includes a Safety Council made up of representatives of the industry, as shown below.



The following plan represents the results of a planning session with the Safety Council held on November 9th, 2017. Participants attending the planning session included the following:

- Ed Martin, Custom Castings (Chair)
- Gary Glowa, Inkster Park Millwork
- Kent Davis, New Flyer
- Len Cockriell, Price Industries
- John Unwin, Winpak
- Tom Kelso, Boeing
- Sharon Basarowich, Ancast
- Henry Klassen, Bee Maid Honey
- Derek Makita, Carte
- Ron Koslowsky, CMB MB
- Neal Curry, MADE SAFE Executive Director
- Dani Desautels, MADE SAFE Program Manager
- Laura Farmaner, SAFE Work Manitoba
- John Graham, CME (Facilitator)
- Geoff Ingalls, Décor Cabinets
- Warren Clark, Behlen Ind

CURRENT STATE ASSESSMENT

Below is a summary of the Safety Council's current state assessment.

Strengths and Challenges are internal to the organization. The strategies and objectives contained within this plan are intended to build on the foundation of the organization's strengths, and address the challenges to support achievement of MADE SAFE's mission and vision.

Opportunities and Threats are external to the organization and beyond its control. Recognizing and capitalizing on an opportunity or taking action to reduce exposure to a threat *are* within the organization's control and a key responsibility of management and the Safety Council.



MISSION

Manufacturing Safety for Manitoba.

VISION

MADE SAFE to be *the* leading safety resource in Manitoba.

VALUES

We believe in developing a culture of safety and empowerment through ...

Collaboration – to cooperatively build, to share, and to leverage the knowledge and resources of our partners, other associations, and industry leaders for the benefit of our members.

Leadership – in expertise, innovation, and in a vision of safety for the industry.

Integrity – We are committed to adhering to the highest standards of ethics and responsibility to earn the trust and respect of employers *and* workers in the manufacturing industry.

Results – to provide clear value to member companies and employees.

Membership – so that our services are responsive to member needs and priorities.

STRATEGIES

Made Safe will pursue five main strategies to achieve its vision:

1. Deliver responsive, effective services

2. Communicate a clear business proposition for safety

3. Actively engage the industry

4. Demonstrate leadership

5. Demonstrate results

OBJECTIVES

Participants identified the priorities remain consistent with 2015 strategic plan, after which completion was determined with the group in attendance based of appendix 1.1. Check mark represents completion of objective. Completion of future objectives will be determined by year.

1. Deliver Responsive and Effective Services

Objective	2016	2017	2018	2019	2020
Complete build of small and medium business suite of services / tools				QTR 4	
Active, effective relationships with WS&H, SWMB, WCB	✓				
Complete project to support safety where English is a Second Language (ESL) e.g., materials, guidance for employers			QTR 4		
Establish performance evaluation framework for all services (including company impact)				QTR 4	
Link/embed MADE SAFE with CME MB Lean services			QTR 4		

2. Communicate a Clear Business Proposition for Safety

Objective	2016	2017	2018	2019	2020
Conduct a manufacturing member needs assessment (gap, demand)				QTR 4	
Create a communication strategy targeting executive level (emphasizing business case for safety)			QTR 4		
Maintain data regarding injury, enforcement data		✓			
Maintain a member-member resource network		✓			
Compile case studies on value achieved/Marketing tool			QTR 4		
Create a Made Safe Market Service Model for all Members (Small, Medium and Large)				QTR 4	

3. Active Engagement the Industry

Objective	2016	2017	2018	2019	2020
Evaluate plan to expand quarterly meetings to all sectors (timing, location, focus, incorporate tours, etc.)			QTR 4		
Integration of CRM System/ Member database			QTR 4		
Enhance existing and expand a member satisfaction feedback system			QTR 4		
Deliver awards / recognition program		√			
Establish 'at a distance' plan for member engagement, eg social media, webinars, distance learning		√			
Establish student engagement opportunities of emerging safety professionals				QTR 4	

4. Demonstrate Leadership

Objective	2016	2017	2018	2019	2020
Continue communication strategy to create awareness and promote wins to both employers and workers			QTR 4		
Establish Made Safe Website		√			
Develop 'On-Boarding' welcome package for new employees, sectors/employers		√			
Develop active leadership role in national safety organizations		√			
Develop curriculum to support development of safety culture				QTR 4	
Establish partnerships with other Industry Based Safety Programs (Provincially and Nationally) for cross resourcing		√			

5. Demonstrated Results

Objective	2016	2017	2018	2019	2020
Establish performance metrics and targets (incl. leading indicators)	✓				
Customize safety certification program, tools, admin policies	✓				
Enhance self-serve gap analysis tool			QTR 4		
Deliver safety tour and gap analysis service		✓			
Develop plan for services to address member needs / gaps				QTR 4	
Enhance the internal management information reporting framework (utilization, cost, effectiveness/value)				QTR 4	

KEY PERFORMANCE INDICATORS

MADE SAFE will regularly measure and monitor its performance. The following is an initial set of Key Performance Indicators that will be maintained to meaningfully demonstrate program effectiveness and efficiency, and enable comparison over time, to other programs, and other jurisdictions.

- Membership (# of companies, % of payroll), % of member companies
- Certification (# of companies, % of payroll), % of member companies
- Number of individuals trained, # of companies participating
- % of Made Safe Certified companies to membership base
- Participation or utilization, by program/service
- Injury rate, severity, days lost
- WCB Assessment Rate (change in average, total savings)
- Member satisfaction

IMPLEMENTATION

Communication: Highlights of the strategic plan (Mission, Vision, Values, Strategies) will be posted on the website. Achievement of objectives and progress on key performance indicators will form part of ongoing communication with members.

Monitoring: Progress against this plan will be reviewed quarterly by the Safety Council, and semi-annually by the CME MB Board of Directors. The fourth quarter Safety Council review will include consideration of the next year's objectives and confirmation that longer term objectives remain valid

OBSTACLES

Resources: Made Safe will continue to strive to ensure there are sufficient resources in place for the training and certification needs of our members. To achieve this goal Made Safe will remain dedicated to the continuous growth of current staff and the addition of new professional safety staff that meets the needs of Made Safe and its members.

Communication: Made Safe will continue to grow and elaborate in the venues of communication to its staff and the Made Safe members. Made Safe will strive to ensure communications are met for the manufacturing market, from small to large and from frontline worker to the Executive suite.



