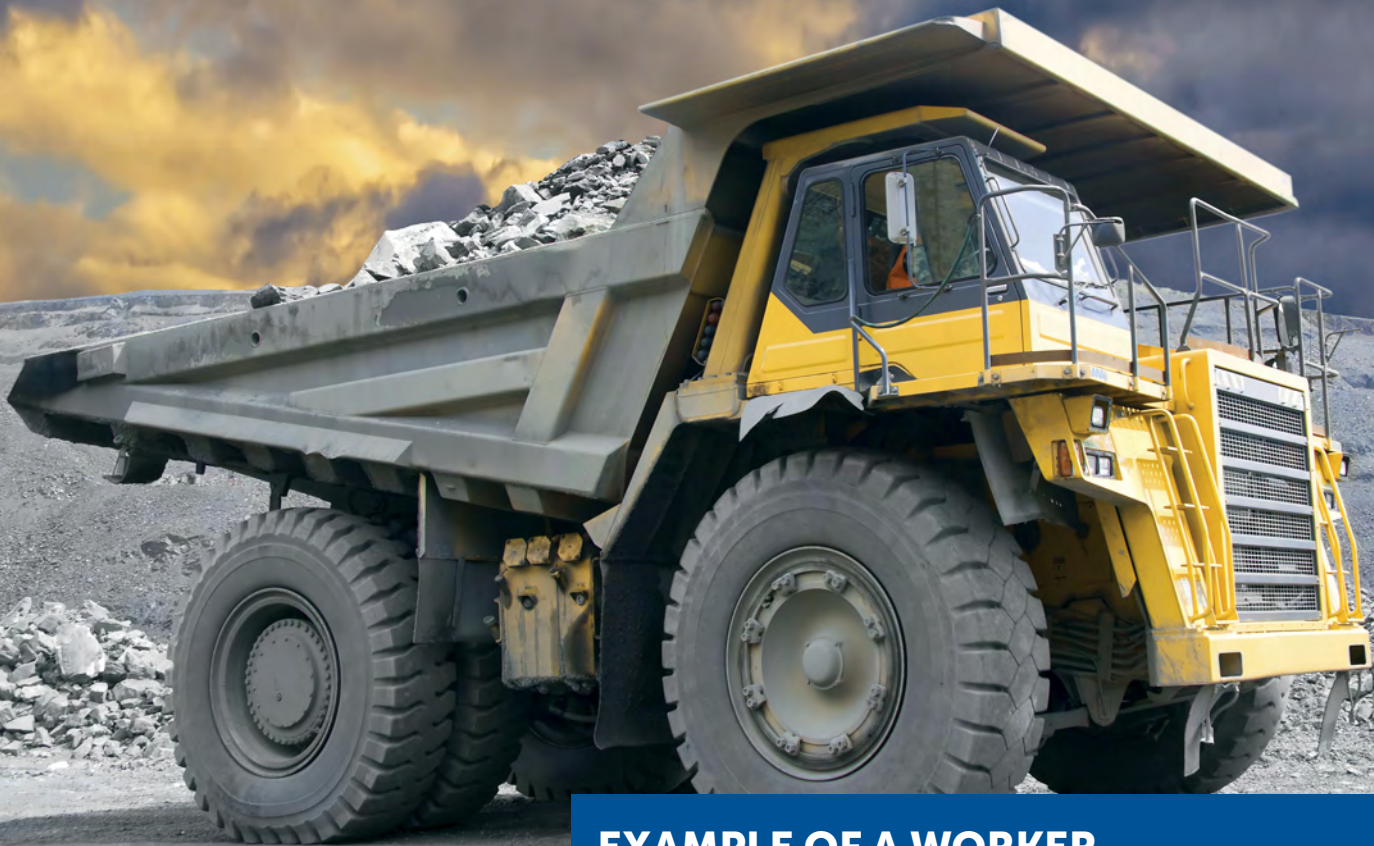


ANTHONY'S INTEGRATION

INTO THE JOB OF OVERSIZED DUMP
TRUCK OPERATOR

DI-973-2



**EXAMPLE OF A WORKER
INTEGRATION PROCESS**



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Robert-Sauvé en santé
et en sécurité du travail

SOURCES

Ledoux, É., Beaugrand, S., Jolly, C., Ouellet, S. and Fournier, P.-S. (2015). Les conditions pour une intégration sécuritaire au métier — Un regard sur le secteur minier Québécois (Rapport R-898), Montréal, IRSST, 139 pages (in French only).

Ledoux, É., Beaugrand, S. (2017). Safe Integration of New Workers in Mining Companies — Self-Diagnostic Tool (DI-973-1), Montréal, IRSST, 28 pages.

COMMENTS

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In the interests of readability, use of the masculine gender in this document includes persons of both sexes.

EXAMPLE OF A WORKER INTEGRATION PROCESS

This example illustrates the various steps in the worker integration process and the roles played by the key actors. It gives a concrete picture of the content of the document titled *Safe Integration of New Workers in Mining Companies – Self-Diagnostic Tool*, available on the IRSST's Web site.

This fictitious example was developed on the basis of observations in mines. While the process illustrated includes a number of factors conducive to integration, it should not be considered perfect.

Consult the self-diagnostic tool on the safe integration of new workers at irsst.qc.ca/integration-travailleurs-mines.



THE HIRING CONTEXT

- Anthony is 35 years old. He has a secondary school diploma (DES) and a diploma of vocational studies (DEP) in truck transport. After working in a variety of trades, he spent 10 years driving long-haul tractor trailers.
- He has just been hired at the mine as a mining equipment operator. He will be driving an oversized dump truck at this open-pit mine.
- The mine, which was recently bought by a new company, operates around-the-clock.
- Anthony was hired following the recent retirement of two highly experienced employees who held jobs as loader and bulldozer operators. Other employees who drove trucks applied and obtained the vacant jobs, freeing up their own jobs in the process.



Food for thought...

- *The importance of an integration process for new employees who have relevant experience should not be overlooked or neglected.*
- *Changes resulting from the purchase of one company by another can generate training needs for all employees, for example, to bring their skills up to the level of the OHS requirements set by the new administration.*
- *A few departures can trigger a cascade of training needs.*




STARTING TO WORK AUTONOMOUSLY AS A MEMBER OF HIS TEAM

- Anthony begins his job as part of Team B, whose members he doesn't know well. His team is currently working the day shift.
- Anthony's new supervisor assigns him a medium dump truck with characteristics similar to those of the truck he used during training.
- The team members, whom he met very briefly, take into account the fact that he is new.
- The loader operator avoids loading Anthony's truck with big rocks that might make the truck more unstable, particularly when driving up the ramp. He gradually adjusts the load as he sees that Anthony has control of his truck.



NOTES

Food for thought...



The work team adjusts the conditions to allow the new worker to experience the more difficult situations gradually.

- Somewhat fearful, Anthony dumps his load too far away from the edge of the pit, which means extra work for the bulldozer operator. The operator takes the time to guide him through the manoeuvres (Anthony has to learn to trust his co-workers).
- After making a few trips, Anthony realizes that the members of this work team do not all communicate with each other in the same way and that the loader operator has different preferences regarding the positioning of the truck during loading. However, not all these rules are clear to him, so he has no choice but to ask someone to explain them to him during the break.



STARTING TO WORK AUTONOMOUSLY AS A MEMBER OF HIS TEAM (CONTINUED)

- For the past few weeks, the team has been working with a reduced number of operators. While the maximum speed limit for the trucks is low, the team has been working tirelessly to try to compensate for the shortage of workers and is extremely proud of its accomplishment. Even though Anthony knows that an average number of loads is expected for each operator per day, he wants to keep up with the work pace of his co-workers, who do more than the average.

Food for thought...



Team members often help new workers and keep an eye out for them, but they can also place pressure on new workers unintentionally.

- After a few days of rest, Anthony and his team work the evening shift. He then encounters several new challenges, such as the glare of the worksite lights in the loading zone, reference points that are no longer visible, different communication codes, and the use of dipped-beam headlights. Fortunately, he can use the radio more often (it is not as overloaded at night) to ask for help when positioning his truck.

Food for thought...



New situations mean having to learn new things and needing extra time to adapt.

- The stress generated by these new working conditions in fact keeps him constantly on his toes. Even though he's exhausted by the end of his shift, he doesn't experience the sleepiness that plagues operators during the early morning hours and that his co-workers warned him about.



NOTES



STARTING TO WORK AUTONOMOUSLY AS A MEMBER OF HIS TEAM (CONTINUED)

- One evening, when getting out of his truck to go on break, Anthony steps on a rock and hurts his ankle. He decides not to mention anything and is counting on his next days off to recover. Because he's still in his probationary period, he's afraid it will lower his chances of being formally hired and his team members' view of him.

Food for thought...



New workers avoid mentioning situations that might tarnish their record.



NOTES

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