



Michelle Bluhm, Site Manager at Monday Rock salmon farm.

DATS keeps Mowi on track

The Digital Action Tracking System (DATS) is not just a Learning Management System (LMS), but it is an entire safety program solution.

Michelle Bluhm, Site Manager at Mowi's Monday Rock farm, says the way DATS has been used by the company has increased over the years. "I have been with Mowi since 2011 and using DATS for training and learning management has allowed me to keep

current and to advance my career at my pace,"

Now, new elements of the system are being used so that it can be used as an investigation tool – not just as an LMS. "Using DATS for Health & Safety has become key," she says. "Streamlining all of our monthly reports and investigations into DATS will allow for a one stop shop, once we are familiar and confident with the process.

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for staying current with training and tracking progress- I receive weekly email updates for myself and my team. I also use DATS as a tool for career growth during performance reviews- both personally and for my team.

Bluhm uses **Dylan Criddle**, who has been with Monday Rock since the middle of May, as an example of an employee using DATS in a proactive way.

"He's a total rock star," she says.

"He's been working on DATS on his own time (often), leading and expediting his training."

Mowi Canada West started utilizing the DATS system in 2012 for all of its internal and external training. Employees learn about DATS on their first day as part of their orientation with the company and begin their training immediately within their own user

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VI Plastic Factory keeps innovating with Mowi

MERVILLE – From Campbell River to Klemtu, every one of the Mowi Canada West net pens come from one place: **Van Island Plastic Factory Ltd.**

Owners **Jason Bailey** and **Scott Winton** and their team of employees manufacture the pens at their 3,000 square foot facility in Merville, on-site at the Campbell River Pulp Mill site, and, when necessary, on location.

Van Island Plastics Factory has built well over 200 net pens over the years – they've made 63 pens in the past three years at the Campbell River pulp mill alone.

"We build the cages there, and slide them into the ocean," he says, adding they are then towed to their final destination at the farms.

Bailey explains they use polyethylene construction due to its durability and flexibility. For example, if PVC pipe were used it can crack or break, however the polyethylene will flex and not break. Bailey notes that Mowi has high, strict standards for its fish pens. Once



Jason Bailey and Scott Winton from VIPF

they reach their due date for maximum use, they are taken out of commission, cut up so they can't be re-used in the same form. The company has developed some of the strongest pens in all of North America for Mowi Canada West, and also worked on a plastic pen recycling project where 98% of the pen was recycled.

Bailey has been working with



Pen fabrication underway at VIPF

plastic for 25 years, and building pens for fish farms since 1999. Mowi Canada West is the company's primary customer, although they also do work for fishing and mining industry clients, and have plans to begin manufacturing polyethylene boats.

"We're 100 per cent mobile," says Bailey.

In 2009 they built the

recirculation system at the Dalrymple hatchery in Sayward. In 2016, they worked on the refurbishment of the two hatcheries, at Big Tree Creek and Dalrymple.

Since 2012 all of the workers with Van Island Plastic Factory are local, he says, adding they hire workers as needed in Port Hardy, Port McNeill and Campbell River. They have six employees, adding more for extra projects.

The company does stick, injection and extrusion welding. Equipment for their tasks is expensive, and can cost between \$8,000 and \$15,000 per piece.

"What we do is very specialized trade, and our workers are very well trained. If you don't know what you're doing, you'll be in trouble," he says, adding he is a pure plastic welder, fabricator and pipe fusion technician.

"Mowi, through their use of best practice aquaculture techniques, has led local companies like Van Island Plastic Factory to invest and reinvest in the local North Island economy," he says.

Bringing Oyster River back to life

The **Oyster River Enhancement Society (ORES)** has a three-pronged mission: Preserve, Protect and Enhance.

Preserve: The beauty and natural environment of the Oyster River.

Protect: Pink, coho, chum and chinook salmon species in their habitat.

Enhance: The counts of salmon runs through dedicated volunteer support.

ORES operates a strategic enhancement hatchery, raising Pink, Coho, Chum and Chinook Salmon. Using a mixture of low-tech and state of the art enhancement techniques, the society transformed a once dead river into one of the most productive, year around, volunteer-driven salmon producers on Vancouver Island.

Mowi Canada West is a key contributor to helping the Society, which incorporated in 1983, achieve its goals. **Ron Gammie** has been President for the past three years and notes that Mowi has been assisting their efforts for at least eight years.

"Mowi has really helped us over the years, and we also get help from other foundations," says Gammie. "Mowi has been one of the most consistent contributors.



The constant improvement of equipment has enabled ORES to keep improving the Oyster River salmon returns

"They've given us cash for funding the Newbury Riffle weir project, this is done by placing rocks in the river. This creates a backwater pond which holds more water over our intake boxes which supplies water for our whole system."

Two riffles have been constructed with Mowi's help, as well as rebuilding an incubation building, fish holding pens and silt ponds. The company has also donated walkways and scrap metal and equipment, including two round fiberglass tanks that hold chinook brood stock.



"Since we've installed the tanks, we haven't lost any brood stock," Gammie says.

ORES is a group of volunteers dedicated to preserving, protecting and enhancing the beauty and natural environment of the Oyster River.

The ORES website (www.oysterriverenhancement.org), states: "Our volunteers, who come from all over the Comox Valley, Campbell River area, and points in between, have made this society what it is today with thousands of hours of dedicated effort."



John Bransfield and Dave Wallace, Bull Harbour caretaker



Dave Wallace and Keith Maitland



During the summer months many sport and commercial fishermen utilize this dock to get out of bad weather and moor their boats safely in the protected bay.

Dock improvements at Bull Harbour benefit everyone

When a call went out for help to repair the Bull Harbour dock on Hope Island earlier this year, Mowi answered.

It took three days to upgrade the dock this summer, resulting in a strong, safe facility that it utilized by sport and commercial fishermen, particularly in the summer, and by Mowi employees.

Brett Stricker, the local site manager, notes that infrastructure manager **James Rogers** led the project, noting "Last winter, **Chris Bobb** and James went to Hope Island to go over the scope of the project with the contractor from **Tuff Marine**, **Joe McAllister**.

"At that time, the dock was not safe, was very slippery, and included compromised flotations and broken tie-up points. We had to wait for summer to ensure for good weather before the project could commence."

Hope Island is located in prime fishing country and during the summer months many sport and commercial fishermen utilize this dock to get out of bad weather and moor their boats safely in the protected bay.

"During the winter months the weather is terrible and often

unpredictable, and there are often times when the crew boat can't get out to Bull Harbour to pick up Mowi staff or the Hope Island caretakers for their crew changes, so flying is the only option to get crew in and off the island," Stricker says.

"Without the dock on Hope Island, the plane cannot dock safely, so it is crucial the dock is maintained for everyone's safety."

Stricker communicated with the Hope Island caretakers and produced timelines for the project, including coordinating gathering resources and preparing safety documents to ensure contractors were aware of all safety concerns, and ensured everything was documented.

"The caretakers let us moor up free of charge, and everyone else pays a mooring fee," says Stricker. "We try and be good neighbours and help the guys out on the island when we can. We have a good working relationship and it is important this continues."

First Nations tour Mowi farms



A total of 30 representatives from local First Nations toured Mowi Salmon Farms in Port Hardy and Quatsino this summer to view operations firsthand

Mowi backs OrcaFest and the Howie Meeker Tournament



Enthusiastic volunteers from Mowi made the parade float and BBQ a success

Mowi Canada West participated in two more community events in August, the OrcaFest in Port McNeill and the Howie Meeker Golf Tournament in Parksville.

Mowi was a sponsor of OrcaFest 2019 and enjoyed being able to take part in the parade, despite the rain

that fell during the morning. Mowi's salmon barbecue was there also, raising money for the Gatehouse Theatre through the sale of salmon burgers and salads. There was a steady stream of customers through the day enabling the BBQ to raise over \$2,000 for the Gatehouse.

Mowi was also a proud sponsor of the 2019 Howie Meeker golf tournament, raising money to support special Olympics athletes. As well as sponsoring the event, Mowi entered two teams who thoroughly enjoyed the tournament and the fundraising dinner afterwards.

The "Mowi" golf team Jeff Patterson, Kristi Super, Steve Hall, their caddy Darcy, Fabian McCarty & Dean Dobrinsky



Mowi's "Fairway To Heaven" team in the Howie Meeker golf tournament: Gerry Burry, Blair Billard, Isaac Desprez, John Ilett, Ron Read, Howie Meeker, and caddy Matthew



New Radio System A Safety 'Game Changer'

A new Radio Emergency Safety System has been implemented at Mowi Canada West, improving communications for the active farms within the Campbell River production area.

Operations Supervisor **Paul Pattison**, who spent 22 years as a site manager for Mowi, says the idea for the program originated from the Health & Safety Department and was approved by senior management in 2018. **Quinsam Communications** installed the system mid-July, which utilizes **Motorola** base and handheld units.

The development of the communication towers, testing, and purchasing of equipment were all part of the preparation of the project, which is a massive investment towards the safety and wellbeing of Mowi staff.

"Campbell River is the test site, and the system is tuned in as Quinsam Communications," Pattison notes, adding it has been tested as far as Black Creek, and will be installed and tested as far north as Klemtu in the future. Site and field operations employees will have access.

"The radios have digital capabilities, but the most exciting addition is the integrated Personal Alert Safety System (PASS) which requires



workers to hit a 'check in' button at pre-set intervals," he says. "Failure to do so will result in an alert to other radios in the area that identifies the unchecked radio, and allows workers to know who has failed to respond and where they are. This could potentially be a lifesaving addition in the event of an emergency."

Pattison says the goal is to have every working employee carrying a radio with direct contact to their peers, which will offer a dynamic and immediate response system to any emergency.

The goal is to get the radio system into its own classification within the DATS program.

"The main learning curve is to have workers getting used to the new equipment and keeping it on them at all times," he says. "Workers have been primarily trained on-site when they receive their radio."

Pattison explains that anyone who has experience using a radio will have a simple time learning how to use the Radio Emergency Safety System. It will be a primary tool in both effective communication and emergency response – both critical components of Mowi's safety system.

"Part of the training will be incorporating the system into hands-on emergency drills as this will expose opportunities and challenges," he says. "The guidelines for the radios and the Emergency System will be added to our online training programs and will evolve as new information and opportunities are identified."

"I'd like to thank Dean Dobrinsky, Blaine Tremblay, and Dan Pattison for their hard work and efforts in our safety department, and for all the hours invested in this from proposal to final installation," he adds. "It will be an absolute game changer for communication."

DATS making a positive difference

DATS truly makes a difference in terms of improving communication and productivity at Mowi Canada West.

DATS Administrator **Joy Stowe** started with the company 18 years ago in the Freshwater Department, and has seen many changes. The DATS program has become the centerpiece of communications within Mowi Canada West. "DATS is capable of capturing information for contractors and monitoring their certifications and any specific training that they might need, and it keeps them up to date on WorkSafeBC regulations and certifications, for example."

"DATS is the tracking system that we use for training, but it encompasses much more than training. We've now branched off into doing incident investigations, close

call and hazard reporting and monitoring monthly safety meetings for all of our sites," she says.

Stowe notes that monitoring the training status of the close to 600 employees has become much simpler, thanks to DATS.

"Training used to be recorded in an employee's 'red binder', which included an assortment of pages recording that every SOP (and every SOP revision) was read and that the employee showed competency in following the SOP. "That was all tracked on paper," she says, and now all that is done on-line in DATS.

"Before, managers would have to go through each individual's binder to determine if training and certificates were up to date. Now they're notified of training status by weekly DATS email reports. Employees drive their own training accomplishments by striving to change all their

Red Dots to Green Dots. As an expiry date for a specific training or certificate comes near, the 'traffic light' turns the dot to Yellow alerting both managers and employees.

There are a number of different modules in the program, including The Learning Management System, Reports and Investigations, and Safety Observations.

"Through DATS, our managers receive daily hazard reports, and receive email notification of close calls and incidents

"Management gets informed as soon as anyone in their department is involved in an incident, so that is really helpful," she says.

Monday Rock Site Manager **Michelle Bluhm** has been with Mowi since 2011.

"DATS has allowed me to keep current and to advance my career at my pace," she says. "DATS is incredibly easy to use for staying

current with training and tracking progress- I receive weekly email updates for myself and my team. I also use DATS as a tool for career growth during performance reviews- both personally and for my team.

Bluhm says DATS is being used as an investigation tool, and not just as a Learning Management Tool.

"Using DATS for Health & Safety has become key. Streamlining all of our monthly reports and investigations into DATS will allow for a one stop shop, once we are familiar and confident with the process."

An example of an employee using DATS in a proactive way is **Dylan Criddle**, who has been with MR since the middle of May.

"He's achieved 91%, and he's a total rock star," she says. "He's been working on DATS on his own time (often), leading and expediting his training."

Dats Keeps Mowi team on track

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account, managed by Mowi's DATS administrators. The DATS system utilizes 'dots' in its traffic control method for training compliance: Green dots means Complete; Yellow: Due soon; Red: Due now.

Mowi Canada West Health and Safety Manager **Blaine Tremblay**, says "Employees are quick to catch on to our company drive and exciting positive culture to turn dots green. A key reason for the positive culture is simply because the DATS system is fun, as employees can personalize their account, and it has proven itself to be an effective system overall for employees and managers.

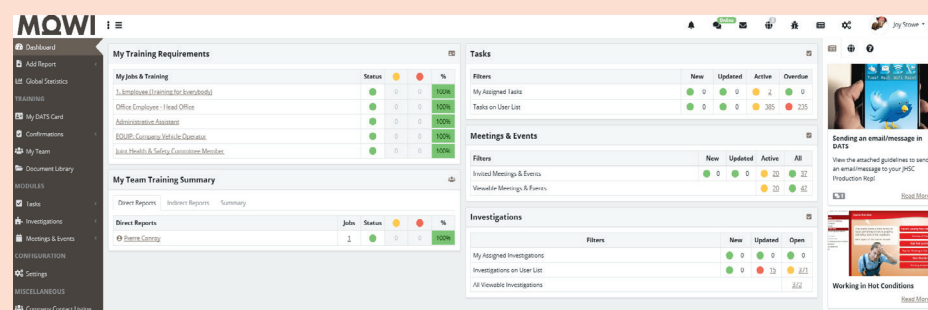
"It is a very user-friendly, interactive way to complete training as an LMS, using computer based courses with quizzes. It also has external upload capabilities to manage training for contractors."

Managers are directly linked with their direct reports and receive an automated training summary compliance report from the DATS system on a weekly basis.

This has allowed managers to review employees' training and compliance simply and easily on the fly, or by simply logging in to their account and reviewing compliance or actions that may be due soon.

This level of oversight is very useful when demonstrating compliance with 3rd party standards. One of the first requests the HR department receives during an audit is a review of the site, company or department compliance level. They can easily tell if employees have completed training and reviewed documents as required by the standard.

Mowi Canada West has developed many customized training courses thanks to the Course and Quiz Making program. Custom training in DATS has been created for PPE, eye checks, bullying and harassment and more. Thanks to the capabilities of DATS, employees receive a much higher quality training experience and issues and incidents are able to be dealt with in an efficient and transparent process.



Since 2012 Mowi Canada West started our trek in the Dats system for all training management needs for both internal and external training

In 2018, the Mowi Canada West Health & Safety Department started a development strategy to move key elements of its safety program and reporting to the DATS system in order to gain much needed efficiency, streamline communications, reduce emails and achieve a higher standard of operation.

This included the following:

- November 2018. All UIC reporting was moved to DATS. The organizational structure already built from the existing LMS system supported an efficient roll out process. Now, when an employee reports a UIC, management teams up to SMT and supporting departments are automatically included and form part of the investigation or reporting team and participate together to complete. This includes management for actions created up to completion by a team leader.

- As of August, 2019, Mowi Canada West has moved all of its site safety meetings and scheduled safety drills to the DATS system to increase efficiency for the reporting and management of actions created from the meetings.

By year end, the company plans to move its inspection reporting and auditing to the DATS system, which will standardize the entire process.