

Case Study

Healthy Workplace Programs
Petro-Canada Burrard Products Terminal
Port Moody, British Columbia

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Petro-Canada Burrard Products Terminal's Healthy Workplace Practices

- Petro-Canada's Burrard Products Terminal (BPT) underwent significant downsizing in 1995. This finished products processing operation is located in Port Moody, at the outskirts of Vancouver, with a workforce of 80 employees, the majority of whom are unionized.
- The 1995 facility reconfiguration coincided with the appointment of a new plant manager, who implemented a change in workplace culture, signaling a managerial style more conducive to healthy workplace practices.
- BPT's healthy workplace practices are unique in that they successfully integrate activities available from Petro-Canada's national programs with local and more informal initiatives. There is a strong focus on community participation.
- The organization's success in terms of healthy workplace practices rests on four pillars: a strong emphasis on occupational health and safety, employee empowerment, open communications and mutual respect, and strong community involvement.
- The company's enviable record in retaining its employees has resulted in an aging workforce, which may provide challenges in areas of human resource planning and transfer of knowledge in the years to come.
- BPT's impeccable health and safety record offers testimony to a strong corporate commitment to employee wellness and safety; it is perceived by managers and employees alike as a strong contributor to financial and operational performance.

I. Context

Petro-Canada's Burrard Products Terminal (BPT) was originally built in Port Moody as an integrated refinery by British American Oil in 1958. An expansion in 1970 by Gulf Canada doubled the plant's capacity but, in 1993, Petro-Canada undertook to integrate the Port Moody and Edmonton operations, resulting in the closure of Port Moody's refining activities. Since that date, the terminal has become a processing operation for finished products (various grades of gasolines, distillates and jet fuel), receiving most of its products from Edmonton refineries. This operational change became effective in 1995. Two unions – Communications, Energy and Paperworkers' Union and Teamsters – represent approximately 60 percent of the 80 employees, with an additional 20 persons working on site on a contractual basis.

The organizational changes brought about by the 1995 realignment of activities led to a significant downsizing of operations, providing an additional challenge for management to maintain employee morale and good labour relations. Given the nature of its activities and close proximity to urban areas, BPT has always paid careful attention to employee

wellness, the safety of residential neighbours, and protection of the environment. While Petro-Canada has developed over time a series of measures and programs designed to reflect these three concerns, the 1995 change in management provided additional impetus to improve on a relatively good record of health, safety, employee wellness, and community involvement.

II. Health and Wellness Initiative Background

History of the Initiative

According to interviews with employees, union representatives and managers, BPT has a long history of community involvement, employee empowerment, and the sustained promotion of health and safety at the workplace. However, several events offer testimony to a more recent emphasis placed on employee wellness and empowerment, as shown in Table 1. Amongst them, a 1995 managerial change resulted in formal and informal transformations. They have been met with relative success, judging from employees' and union representatives' feedback and from the company's health and safety record.

Vision of Burrard Products Terminal

Burrard Products Terminal – People working as a team in an atmosphere of mutual trust and respect, open communication and active participation. We are committed to being a best in class, value added enterprise with the ability to flex and flow with the demands of a changing business environment, remaining competitive and meeting our corporate goals.

Shared Values

We will continue to champion a sustained environment where we can continually improve and take pride in our facility, with the aim of consistently delivering value to our stakeholders.

We are committed to working in an atmosphere of openness with mutual respect, trust and concern for each other. We are willing to admit to our mistakes and learn from our experiences.

We will ensure the safety of our fellow employees and the public. We are an active part of the community and are committed to the protection of the environment.

Our innovative approach and willingness to take calculated risk will lead to our continued success and reinforce our reputation as a dynamic organization.

We will work together to meet the challenge of realizing our potential. Through open and effective communications, we will ensure a common understanding of our business goals. Individual and group achievements are deserving of our recognition and we will support efforts to continuously improve our performance.

We will work to produce and deliver quality products and superior service to our customers.

First among those is the active encouragement of a new 'culture of mutual respect' and an open door policy. While largely informal, the policy has been described by interviewees as a departure from past managerial practices, with the emphasis on open communications, employee participation in decision-making, and a commitment to fairness and team work. The policy has translated into a heavier reliance upon informal

means of communications for addressing workplace or labour relations issues, the quick resolution of problems or issues through employee-manager discussions, and the promotion of a sense of ownership among all.

Table 1
Milestones – BPT’s Healthy Workplace Practices

Milestone	Date
Corporate restructuring leading to a new mandate and reduced workforce	1993
Appointment of new manager and promotion of ‘culture of respect’ and open door policy	1995
Establishment of Ergonomics Sub-Committee	1999
Winner of North American Occupational Safety and Health Award, B.C. and Yukon division	1999 and 2000
Participation in the North American Occupational Health and Safety Week	May of each year

More formal events have also contributed to create a more healthy workplace at BPT. In 1999, for instance, the company agreed to establish a pilot Ergonomics Sub-Committee – under the existing Health and Safety Committee, with a view to reduce the (already low) risk of work-related injuries. Supported by external consultants, the sub-committee worked with unionized employees and coordinators (who are non-unionized) to examine the physical environment and physical demands of several positions, and implemented changes in the workplace.

Other important milestones were reached in 1999 and 2000 when BPT won the coveted North American Occupational Safety and Health (NAOSH) Award in the manufacturing sector for the B.C. and Yukon division, in recognition for its active promotion of health and safety in the workplace and its outstanding health and safety record (see Impacts and Analysis section below). Each year in May BPT participates in the North American Occupational Health and Safety Week. The event is organized by an ad hoc group of employees and managers, and it features a range of activities designed to promote health and safety at the workplace and in the community. Among those are on-site massages; yoga classes and other stress-relieving techniques; presentation on ‘urban (fitness) adventures;’ diabetes, heart and stroke education; seminars on healthy eating habits; etc. Employee participation is some of the events often surpasses 90 percent.

Main features of the Healthy Workplace Practices

Although there is not a formal employee wellness program in place at BPT, a range of programs and activities exist that contribute to make BPT a healthy workplace. At a broad level, healthy workplace practices are strongly influenced by Petro-Canada’s Total Loss Management (TLM). TLM is a company-wide approach aimed at eliminating or reducing risks to people (including employees), the environment, company assets, and production. TLM represents a framework for reviewing and integrating the range of the organization’s activities and programs. TLM is built around ten central elements, several of which have relevance to healthy workplace practices. Table 2 below lists the TLM elements and sub-elements of particular relevance to healthy workplace practices.

Table 2
Elements of the TLM approach of relevance to healthy workplace practices

Selected elements	Selected sub-elements
Element One: Leadership	<ul style="list-style-type: none"> • Communication • Management participation
Element Two : Health, Safety and Security	<ul style="list-style-type: none"> • Health management <ul style="list-style-type: none"> - Fitness to work - Illness, injury and WCB management - Employee assistance program - Workplace harassment • Hazard management <ul style="list-style-type: none"> - Ergonomics - Health and Safety Committee
Element Six: Employee Competency and Work Practices	<ul style="list-style-type: none"> • Management of work practices <ul style="list-style-type: none"> -Development and revision of work practices - Critical safe work procedure implementation
Element Eight: External Relations	<ul style="list-style-type: none"> • Community relations

As one can see from the table, several elements and sub-elements relate directly or indirectly to healthy workplace practices. Under Element One, for example, the TLM approach requires that managers communicate adequately with employees about their expectations regarding health, safety and security. Element One also spells out, among other things, that management participate in the Health and Safety Committee and provide stewardship in the area of workplace practice improvements.

Element Two of the TLM deals with a variety of health, safety and security topics. Under the Health Management sub-element, it outlines several components relating to employee wellness, including fitness to work, the employee assistance program, and workplace harassment guidelines. This element also delineates a process for identifying and assigning priority to ergonomic factors in the work place, and for setting up a health and safety committee. In terms of the latter, TLM prerequisites call for meeting or exceeding regulatory requirements in terms of frequency of meetings, roles and responsibilities, training, and record keeping.

'Dealing with people takes time; it's difficult to set deadlines on cultural change.'
 Union leader

Another TLM element deals with employee competency and work practices. Although primarily safety oriented, Element Six calls for employees to undertake a broader range of health, safety and environment training, with a view to ensuring that workers play a central, active role in maintaining a healthy and safe work environment.

Element Eight of TLM provides a strong corporate endorsement for developing and maintaining good community relations (in addition to promoting relationships with government and industry associations). Although not related specifically to healthy workplace practices, TLM guidelines relating to community relations have provided an

additional impetus for a very strong involvement by BPT and its employees in the community (discussed earlier).

Beyond the TLM framework, other programs and initiatives – some of them developed and supported by Petro-Canada’s head office and others developed locally – also contribute to make BPT a healthy workplace. They can be described according to this national-local distinction.

National programs and initiatives

Several Petro-Canada programs and initiatives are worth noting for their contribution to employee wellness and community involvement. Overall, Petro-Canada allocates one percent of its pre-tax profits, on a five-year rolling average, for community investment. Levels of funding, thus, are directly linked to the profitability of the company. Investment activity focuses on health and community services, education, environment, and arts and culture.

The *Value Sharing* program ties the company’s financial and organizational performance to employee and manager compensation. Every employee and manager in Petro-Canada is eligible for a bonus or value sharing award, over and above their salary. Seventy percent of that award is based on meeting key objectives in areas such as production reliability, expense targets, sales mix, health and safety records, etc. The program, thus, provides an explicit recognition of the importance of health and safety in the workplace.

Another pertinent Petro-Canada program is the *Safety, Health and Industrial Fund*, which provides funding – based on the number of employee-hours worked – for health and safety-related training. The program pays up to \$0.03 per employee per hour worked, and the money goes into a fund that can only be used for health and safety-related training and skills development. The fund is managed by the Communications, Energy and Paperworkers’ Union.

The corporation’s *Volunteer Program* is another national program that has found resonance at BPT, given the organization’s strong focus on community involvement. According to program guidelines, any employee who works as a volunteer in his or her community can apply to the program and, based on the number of volunteer hours worked, up to \$500 in Petro-Canada funding will go to the organization where the volunteer work is performed. Several BPT employees have taken advantage of this program. Also closely associated with the company’s effort to promote community participation (in addition to promoting safety) is the *Safety Reaches Out Program*. For every month worked without a recorded injury, the company donates \$1.00 per employee to a charity of the employees’ choice.

As outlined in Table 3, other programs or initiatives designed to contribute to work-family-life balance, to employee health and fitness, or to a workplace culture have been developed nationally and made available to BPT employees. Several programs such as the employee assistance program, the sports facility subsidized membership, and the smoking cessation program have been used successfully by BPT employees and they are

perceived by managers and employees alike as important contributors to a healthy workplace.

Table 3
Healthy workplace initiatives offered at Burrard Products Terminal
 By type of activity

Category	Specific Initiatives	Comments
Health Services (Initiatives that have a direct impact on health)	Employee Assistance Program	National program
	Ergonomics assessment	Health & Safety Committee's sub-committee
	Safety, Health and Industrial Fund	National program
	North America Occupational Health & Safety Week	BPT annual event
Work-family-life (Workplace initiatives to help employees balance work and personal life)	Alternative work arrangements	Flexible work schedule
Workplace Culture (psychosocial aspects of the workplace that affect mental, physical and social health)	Promotion of a 'culture of mutual respect'	Informal, developed by BPT management
	Open door policy	Informal, developed by BPT management
	Value sharing program	National program
	Volunteer program	National program
	Zero tolerance for workplace or sexual harassment policy	Adapted from national program
	Community volunteering and involvement	Informal, developed by BPT
Healthy Living (Individual lifestyle factors, promotion of healthy living, prevention of illness)	Sports facilities subsidized membership program	National program
	Yoga, massage sessions	Held mainly during Health & Safety Week
	Seminars on nutrition, stress management and fitness	Held mainly during Health & Safety Week
	Smoking cessation program	National program

Local initiatives

While BPT has taken advantage of several innovative Petro-Canada programs in order to promote healthy workplace practices, it has also implemented its own brand of wellness initiatives in several areas of intervention. The most visible local initiative to date has been the NAOSH week, which involves the vast majority of BPT employees and managers, and focuses on health, safety and employee wellness activities (some of which are open to the public). Although a limited number of wellness activities such as stress management, nutrition or financial planning seminars are organized during the year, a larger number of wellness activities are offered during the NAOSH week. The event is

seen by many as a chance to celebrate BPT accomplishments in the area of health and safety, and to involve the community in this celebration.

Another important wellness initiative is the flexible working arrangement provided by BPT management and by Petro-Canada's national human resources policy. One component of this flexible work structure is Petro-Canada's human resources policy of providing 'flex days' to employees. For regular, full-time employees, the policy allows up to 15 days of personal leave to be taken annually. Another component is the informal working arrangement in place at BPT. Pending manager or team coordinator approval, it allows employees to change their schedule to suit personal and family needs, by switching shifts with other consenting employees. Flexible work hours have been described by interviewed employees as a strong contributor to employee well-being.

Community volunteering and involvement represent another aspect of BPT's commitment to healthy workplace practices. In the words of the plant manager, community involvement can be seen as part of the company's values and ethic. The concept of 'ethical balance' – bringing value to customers, shareholders, employees and communities – has been put forward by Petro-Canada to explain the importance of community investment, but the concept has been taken one step further at BPT. Examples abound of employees participating on employer's or their own time in community activities, be they open houses, dispensing First Aid courses, delivering safety seminars, or working closely with the local schools on various projects (see *Employee involvement in the healthy workplace practices* section below).

III. Healthy Workplace Process and Structure

Links to the Organization's Goals

One obvious means by which BPT links healthy workplace practices to organizational performance is through its performance evaluation system. Part of staff's compensation is based on meeting performance targets in different areas of the company's operations. Targets are set for reduced absenteeism; appropriate knowledge transfer; the maintenance of positive employee relations; the reinforcement of a workplace culture change process; an adequate level of employee participation in plant activities; and demonstrated employee ownership and commitment. This evaluation system suggests that the organization makes an explicit connection between overall corporate performance and the achievement of goals that are financial, non financial or operational in nature (some of which, in fact, that can be linked to healthy workplace practices).

<p><i>'Safety is such an overriding concern that I feel safer here than I do at home.'</i> Employee</p>

Decision-making structure at BPT

Several formal and informal mechanisms exist at BPT that allow employees to actively participate in decisions regarding most aspects of the workplace, including healthy workplace practices. As discussed earlier, *flexible work* allows employees to gain some

control over the scheduling of their work, thus potentially allowing for a better work-life balance.

Monthly staff meetings are used as a conduit for information sharing. These meetings (see *Communications* section below) allow employees to gain knowledge about the operational and financial performance of the organization, and to make suggestions for improvement. Specific workplace issues are also raised during these events. In addition, formal *labour-management committees* exist that deals with issues relating to the interpretation and enactment of the collective agreements, and with any other labour relations issues. It is interesting to note that the monthly meetings of the committees are normally very short and, in the word on one employee, ‘nothing much gets discussed at these meetings.’ The (positive) view is that labour relations issues are normally dealt with as they arise, often informally, and thus rarely make it to the agenda of the committees. The extremely low number of grievances that have been filed over the past nine years (see *Impacts and Analysis* section below) seems to support this view.

‘We definitely have a different perspective (than management) on issues, but they normally get resolved when first brought up.’
Employee

Table 4
Stakeholder roles and responsibilities for the Healthy Workplace initiatives

Group or structure	Composition	Roles and responsibilities
Petro-Canada Head Office	<ul style="list-style-type: none"> • Special programs and HR policies 	<ul style="list-style-type: none"> • Design and funding of healthy workplace and community participation programs • Design and implementation of TLM approach
Senior site management	<ul style="list-style-type: none"> • Plant manager • Coordinators • Supervisors 	<ul style="list-style-type: none"> • Oversees the implementation of the TLM • Promotes the ‘culture of respect’ and open door policy • Community volunteering and involvement
Health and Safety Committee	<ul style="list-style-type: none"> • 15 employees and management representatives • Includes contractors as well as employees from 2 other Petro-Canada units 	<ul style="list-style-type: none"> • Monthly meetings to discuss health and safety issues, and to conduct safety inspection tours • Spearheads the NAOSH Week in May of each year
Employees	<ul style="list-style-type: none"> • At all levels 	<ul style="list-style-type: none"> • Shared decision-making in flex work • Inputs in decisions relative to workplace issues • Participation on various committees • Community volunteering and involvement

Table 4 above summarizes the roles and responsibilities of the various stakeholders with respect to healthy workplace practices at BPT. It shows that there is a clear delineation of responsibilities, and that some of the tasks associated with healthy work practices are fairly structured and formal while others – such as community participation, promotion of culture of respect, or participation on committees – are guided by more informal processes. Overall, such a mix provides a good illustration of how an organization can rely upon formal and informal programs and initiatives to achieve healthy workplace goals.

There is no formal union involvement in the organizing of healthy workplace practices, although the two unions are supportive of these initiatives. In fact, one union leader plays a central role in organizing wellness events (in the context of the NAOSH Week) and the relationship between the unions and management appear to be constructive. Overall, though, members from the two unions work together on a regular basis in various aspects of the company's operations.

Communications

Consistent with the informal *open door policy* that was put in place by site management in the mid-1990s, communications play an important role in ensuring good participation in healthy workplace activities and, more generally, in allowing employee inputs on a range of workplace issues. Communications are handled through a range of formal and informal conduits. *Monthly staff meetings*, for one, represent the formal means by which employees and managers exchange information on a wide range of issues. Forty to fifty workers normally attend these meetings. A typical agenda for these meetings may include the following elements:

- ❑ Review of financial performance
- ❑ Update on plant operations
- ❑ Benchmarks, targets and accomplishments
- ❑ Opportunities and challenges
- ❑ Community and charitable support activities
- ❑ Workplace issues
- ❑ Questions and answers

Informal communications, while difficult to profile, represent an important support to information exchange and problem solving. Interviewed managers, coordinators and employees concur in recognizing the importance and effectiveness of informal communications, and their contribution to creating a healthy work environment. Employees spoke of a culture of openness, whereby everyone is encouraged to come forward with ideas for production or process improvement, or for addressing health and safety concerns. The effectiveness of informal communications for solving workplace issues is perhaps best demonstrated by the fact that the monthly meetings of the labour-management committee are typically short and rarely have to deal with substantive issues; work-related issues normally get resolved as they arise. In the final analysis,

though, the relatively small size of the BPT facility makes it possible for informal communications to work so effectively.

Communications about wellness activities – typically held during the annual NAOSH Week but also organized from time to time during the year – are carried out through a variety of means, including posters, electronic mail, memos and postings on bulletin boards. High participation in these events (see *Employee involvement in the healthy workplace practices* section below) suggest that communications are effective.

Demonstration of management commitment and support

It is clear from the previous sections that management commitment to and support of healthy workplace practices have been a key factor in their success. Discussions with employees, union representatives and coordinators reveal a fair degree of consensus on the role played by senior management in supporting healthy workplace practices. Broad corporate commitment is evident in the wealth of programs and initiatives, developed and funded at the national level, that were described earlier and that deal with various aspects of employee wellness. At the local level, the leadership and personal commitment displayed by the plant manager were assessed positively by a vast majority of interviewees, reinforcing the sense that management commitment is strong. All of these favorable factors have translated into sizable resources and flexibility to undertake wellness activities, often on company's time.

'In terms of our community work, everyone has a family member with a disability or an issue; we're just bringing that awareness to the workplace.'
Coordinator

Employee involvement in the healthy workplace practices

Although precise data on employee participation in wellness activities are not available, anecdotal evidence collected from union representatives, coordinators and managers suggests that employee participation in wellness activities is very high (estimated to be on average between 40-50 people). Perhaps owing to the relatively small size of the organization and the *esprit de corps* that appears to exist, wellness and social events – golf tournament, Christmas party, recognition lunches, etc. – are generally attended by a majority of employees. Families are also encouraged to participate in certain events, probably contributing to attract more attendees.

While participation is generally high from office and day staff, a challenge has been to achieve a high participation level from shift workers, who have less flexibility in their work schedule. Attempts have been made to accommodate their needs, by duplicating certain events – luncheons, seminars, etc. – or by rearranging their schedules to the extent possible.

Community involvement of BPT and its employees

BPT's strong community involvement is demonstrated in different ways, including employee participation in an annual United Way campaign, open houses, financial support of charitable organizations or families, and others. In terms of the former, BPT

has recently been nominated for the Volunteer Vancouver Caring Company Award, based in part on its achievement during the 2001 United Way campaign and its overall community involvement. More than \$36,000 was raised during the campaign, with an astonishing 93% employee participation rate. Strong management support, peer support and a more personalized campaign were identified as factors explaining such a high participation rate. Other than that, BPT employees are involved in a broad range of activities involving over fifteen community-based organizations.

Several employees are actively involved in BPT-sponsored charities or charitable events. For instance, employees assisted the Fraserside Community Services Society with the complete renovation and refurbishing of a house serving the needs of adults with serious mental illness.

BPT employees have also developed a special relationship with the three local schools. Over the years, employees have donated computers, books and other school supplies; provided First Aid training to teachers; held school tours at BPT facilities; and encouraged students to participate in drawing contests on the topic of safety and fire prevention. During the last four years, they have also put in place the *Destination Conservation* program for the School District 42. The program promotes education on and awareness of energy conservation issues to students and school custodians.

IV. Impacts and Analysis

Management's assessment of impacts, benefits and drawbacks

When probed on the connection between healthy workplace practices and organizational 'performance,' the plant manager made the point that the TLM approach provides an explicit link between employee health and organizational performance. This link translates into specific targets for management to meet in terms of absenteeism, sick leaves and so on. So defined, this connection appears to focus primarily on the more traditional occupational health and safety factors.

In this context, an examination of BPT-related health and safety indicators indicates that the facility has an excellent record of safety. Between 1997 and 2001, for instance, there have been no lost days among employees due to injuries on the job, and only three lost days among core contractors during the same period. Another indicator of a healthy workplace is turnover rate. When asked about trends in turnover over time, the plant manager mentioned that the turnover rate is almost nil and has been for years. While no precise information was available on the magnitude of turnover activity, it is perhaps revealing that a vast majority of the employees and managers who were interviewed had more than 15 years of service.

According to management, the fostering of a 'culture of mutual respect' and an atmosphere of openness and trust have contributed to instill a climate of good labour relations at the work site. A look at the number of grievances filed by employees over time provides some measure of the state of labour relations and, from this perspective, labour relations can be considered excellent at BPT. Between 1993 and 2001, for

instance, a total of six grievances were filed by union members – and none between May, 1996 and September, 2001.

By and large, there seems to have been little effort in trying to scientifically demonstrate the impacts of healthy workplace practices on the ‘bottom line,’ but there is a strong sense from management that both the formal and the informal policies and initiatives that have been implemented over time have made a visible contribution to BPT’s enviable track record. Although data were not provided, mention was made that unit operational costs have been going down consistently over the past six years.

Employees’ assessment of impacts, benefits and drawbacks

The perspective of management in terms of the connection between healthy workplace practices and organizational performance is largely corroborated by the employees, coordinators, and union representatives who were interviewed during the course of this case study research. The view was unanimous that the mix of formal and informal programs and initiatives aimed at creating a healthy work environment or empowering employees has been largely successful. All traditional health and safety indicators point to positive impacts and the opinion of all those interviewed support the notion that BPT is a healthy workplace. One further indication of the connection between healthy workplace practice and the bottom line came from an employee statement that ‘when people care about their work, they tend to come up with ideas to improve processes.’

‘The one thing your competitors cannot duplicate is the attitude of your employees; that gives us our competitive edge.’
Terminal manager

That said, it was mentioned that the work force is not homogenous (in terms of working conditions) and that some of the shift workers – because of their more constraining schedule – cannot access to the same extent as other groups of workers all the healthy workplace activities put in place. However, there appears to be a ‘silent buy-in’ from these workers, meaning that there has been no vocal opposition to these initiatives per se.

Analysis

Given a very low turnover rate, one unintended impact of these successful healthy workplace practices has been an aging workforce. However, mention was made that, as the organization faces an increasing challenge in meeting its future human resource needs and in transferring knowledge from the older to the younger workers, it has already made plans to deal with succession planning. There is also a fear among some employees that absenteeism can start to climb, given that older workers may be more susceptible to illness than their younger counterparts. So far, however, absenteeism data do not seem to substantiate this view. It will be interesting to observe whether management and labour will be as successful in meeting these human resource development challenges as they have been at creating and maintaining an effective, healthy organization.

The case of BPT provides a good illustration of a relatively small organization that has benefited from an inspired leader, while taking advantage of relatively innovative and

generous programs and initiatives offered by its corporate owner. At this juncture of its history, BPT has developed a fairly comprehensive range of both formal and informal healthy workplace practices, with the result that health and safety objectives are being surpassed, the morale of employees appears high, operational and financial performance targets are being met, and labour relations are good and stable. This case study, thus, points to the importance in a small organization of good leadership and of developing a high level of trust between management and labour. In this context, though, one could wonder about the extent to which the BPT 'model' can easily be replicated elsewhere, given its reliance upon some key individuals and informal processes.