



FREEPORT-McMoRAN

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Repeat Callers: Chronic Complainers or the Forgotten

October 2018



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on Mining & Metals

Freeport-McMoRan Overview

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- **Leading international mining company with headquarters in Phoenix, Arizona**
- **Operates large, long-lived, geographically diverse assets**
 - Significant proven and probable reserves of copper, gold and molybdenum
 - World's largest publicly traded copper producer
- **25,200 employees and 28,000 contractors worldwide**
 - As of December 31, 2017

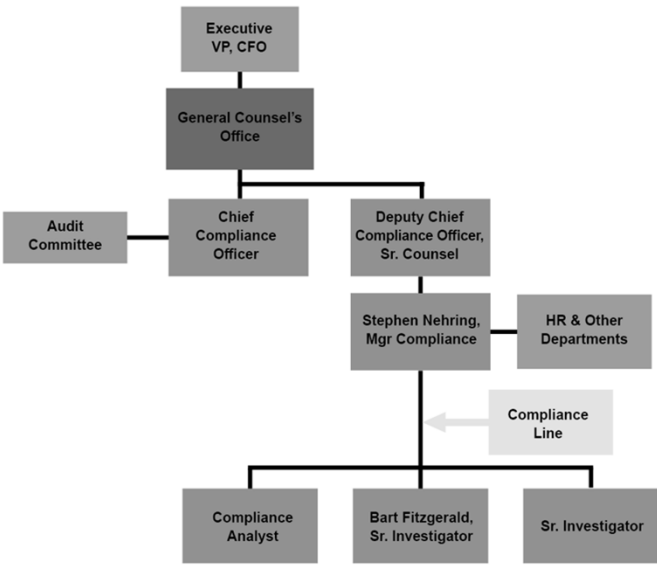
Freeport-McMoRan Mining Operations

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Freeport-McMoRan Compliance Team

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Introduction

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▪ Chronic Callers

- Repeat callers: “chronic complainers” or the “forgotten”
 - How do we address repeat callers’ complaints in a timely and professional way?
 - Are we Ernestine?



Ernestine-McMurray

Scenario – Let’s “Whac-a-Mole”

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▪ The Anonymous Abuser

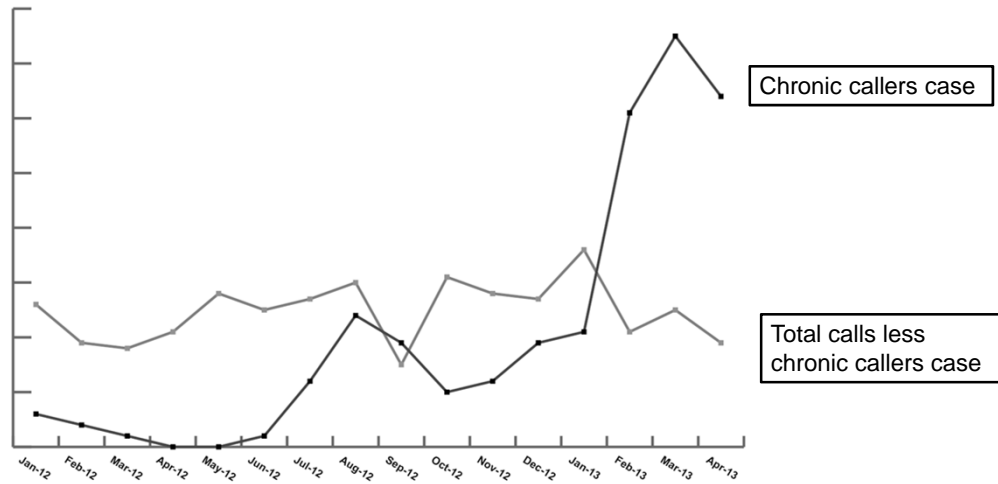
- Remember *Whac-a-Mole* at the arcade?
- Do we get rid of repeat complainers as quickly as possible?
- *Sometimes we would like repeat complainers to simply stop calling!*
- A sense of abusing system
 - Other employees felt harassed by allegations



Ernestine-McMurray

Anonymous Complaints Triple in One Year

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Freeport-McMoRan

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Round Table:

What would you recommend in a similar situation?

How do you investigate numerous calls from similar subjects?

Freeport-McMoRan



What We Learned

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- **How we moved forward**
 - **Sometimes exigent circumstances require aggressive actions**
 - **We changed the process**
 - Callers from designated locations and with specific allegation types were required to provide their name and phone number
 - It all stopped after two calls



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Scenario – “The Boomerang Effect”

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- **“You’re harassing me”**
 - **Multiple complaints to hotline in 2016-2017**
 - Threats of violence and harassment by coworkers
 - 15 witnesses interviewed
 - Nothing substantiated
 - **Wanted to know why individuals were not fired**
 - **Claimed HR and Compliance harassed and retaliated because of the complaint**
 - **Employee complains during close out, “you’re harassing me”**



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What We Learned

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- Investigations were not documented very well by supervisors or HR
 - Complainant kept repeating allegations during each call
- It is helpful to use 1-on-1 close outs with complainants
 - Complainants can generalize and confuse the facts
- It may be beneficial to have a second person/witness during interviews and close outs

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Scenario – “It’s just Bob”

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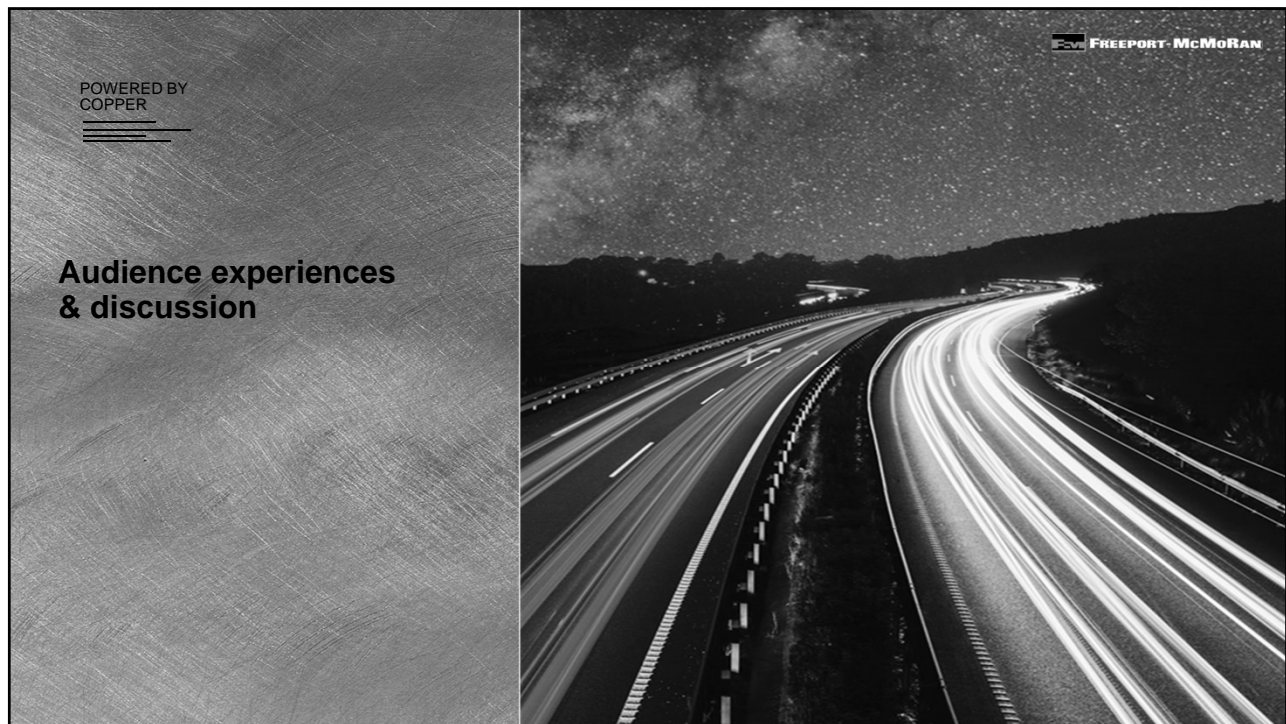
- Bob was sure he was being targeted by supervisors
 - 16 hotline complaints over a 3-year period
 - Offered a written letter to his superintendent with 40 concerns about the department

The attitude seemed dismissive – “*It’s just Bob*”

- Very emotional close out





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What We Learned from Repeat Caller

- Best to have a witness present during interviews and close outs
- Interviews and investigations should be well documented
 - *“Is this everything?”*
- Sometimes exigent circumstances require aggressive actions
- Maintain contact with the caller while looking in to the concerns
- If the concerns involve callers’ team members, be sure a positive working environment exists for moving forward
- Close out with all subjects and callers





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Questions?

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Thank you!

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