



10

The mining industry has a vision of Zero Harm with clearly defined milestones. Unfortunately, industry is not achieving these targets and so leaders are looking for practical tools to help get mines on track. The Minesafe conference therefore chose *Driving Excellence through compliance* as the theme for the conference.



PREREQUISITES

Prerequisites for achieving operational discipline and conformance

CONFORMANCE AND OPERATIONAL DISCIPLINE?

Conformance is the result of operational discipline, a key element of operation excellence. Du Pont defines operational discipline as, "the deeply rooted dedication and commitment by every member of an organisation to carry out each task the right way every time."

The mining industry will not achieve Zero Harm, or their milestones, without sustained operational discipline/ conformance to safe operating procedures.

Achieving conformance requires an enabling operating environment. It is management's responsibility to establish such an environment. It is only within this environment that workers can be expected to conform to safe operating procedures and standards.

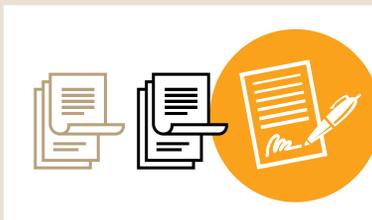
TEN PREREQUISITES FOR A CONFORMANCE ENABLING OPERATING ENVIRONMENT:

ONE

Practical Safe Operating Procedures and Standards

The 1st step to an conformance enabling environment, is that every task, step and process needs to be defined and designed to be safe. The minimum requirement for safe operating procedures are:

- the sequence and details of the steps in which the tasks must be executed
- the specific harm (risk) associated with the tasks and steps
- the specific controls (barriers) that prevent or mitigate against the specific harm
- the number of employees (required staff complement) of different job roles that are needed to execute the work safely
- the competence requirements of each of the job roles involved
- special and general tools required
- special/specific and general materials needed with applicable standards



- any physical verifications (checks) to be done prior and after executing the work including minimum requirements for a team to proceed with the work
 - any specific recordings to be done after completion of the work
- The Mine Health and Safety act requires mines to establish a **safe** operating environment, yet very few mines have **independently and practically verified** procedures that address the minimum requirements defined above.

TWO

Only competent team members to execute work



Management must ensure that teams and workers **do not start a shift** if the team is:

- ✓ **not complete** (required staff complement)
- ✓ **all members are not competent** (certified to be able to execute the work)

Management must not transfer the responsibility to the team to make the decision to work or not and only when arriving at the workplace.

THREE

Availability of materials



Conformance is unlikely when the required materials to complete the task are not available when needed. The probability of teams taking risks or trying to "make a plan" is very high in these instances, especially when production output is financially incentivised.

Managers must ensure that:

- ✓ **all** materials needed at a specific place of work are available **well in advance**
- ✓ all materials are **confirmed** to be available and according to specification

FOUR

Availability of functional tools and equipment



The correct and fully functional (special and general) tools are essential for enabling conformance to safe operating procedures.

Management must ensure that maintenance and asset management systems include the requirements and specifications of special tools and equipment that must be maintained to ensure safe operation.

The **availability** of (special and general) tools and equipment must be **confirmed** prior to starting of a shift.

FIVE

No direct and indirect conflicting demands and messages



Workers must be 100% sure what is required of them in terms of the organisations values.

Management and supervisors must communicate the same message, namely that conformance to safe operating procedures are not negotiable.

SIX

Supervisors must be exceptional examples of conformance



Team leaders' and supervisors' conduct is **key** to achieving conformance. Leaders and supervisors influence their team's culture by establishing the unwritten rules and norms of the work place.

SEVEN

Workers must fully understand the risks in the workplace and the tasks to be done



Management must make sure that everybody completing a task **understand**:

- ✓ all the risks and hazards associated with a task
- ✓ the specific controls that are part of the safe operating procedure

EIGHT

Workers must fully understand expected behaviour and consequences

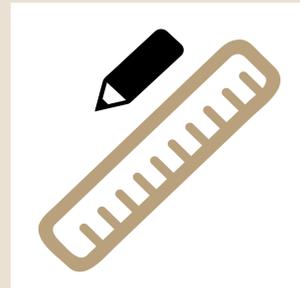


Management must ensure that team members know exactly what behaviour is expected to work safely. Therefore, as part of the enabling environment, expected behaviours must be defined for every task in clear and simple ways.

It is also important that appropriate and consistent consequence management is applied to observed behaviour.

NINE

Managers must measure and act



Management's role is to:

- ✓ provide direction
- ✓ create the enabling environment
- ✓ measure conformance
- ✓ act on deficiencies

TEN

Practical leadership



The **mine manager** leads the mine's conformance by:

- ✓ **establishing** the enabling environment
- ✓ Ensuring the **budgets and resources** are provided so that the nine other prerequisites of the enabling environment are well established
- ✓ ensuring that conformance forms part of the business strategy
- ✓ establishes leading indicators to monitor all the aspects of the enabling environment