



MINING INDUSTRY
OCCUPATIONAL
SAFETY & HEALTH



LEADING PRACTICE ADOPTION GUIDE

A GENERAL APPROACH

MOSH TRAFFIC MANAGEMENT LEADING PRACTICE FOR OPEN PIT/CAST AND SURFACE OPERATIONS IN SOUTH AFRICA



Speaker:
Date:
Venue:



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PART 1

- Strategic content
- Principles of MOSH and Adoption
- Key Lessons



STRATEGIC CONTEXT

- Vision of Zero Harm: 2014 Tripartite OHS Summit
- **Different thinking and commitment:** Where risks exist and controls are insufficient, accidents can still happen.

The thinking should be,



“Is there a risk? Let us put an effective control in place, manage it and ensure that accidents do not happen”.

PRINCIPLES OF MOSH AND ADOPTION

THE 5 MOSH PRINCIPLES

- Share for safety, sharing for people
- Learning from the best
- Maximum impact for minimum financial risk
- Adopt for less pain and more value
- Measure and compare results for sleeping well

THE 7 ADOPTION PRINCIPLES

- Know who can make it or break it
- Early engagement – find out who thinks what
- Communicate to connect, align and prepare the ground for change
- Leverage existing trust
- Train and test for competence
- Leaders are key for sustainability
- Measure benefit continuously

KEY LESSONS

- Adoption vs. Implementation
- Stakeholder Buy-in
- Dedicated Adoption Team and Team Continuity
- Multi-disciplinary Adoption Team
- Executive team Involvement

PART 2

- Detailed Adoption Guide
- Preparatory Steps
- Change Management Steps
- Execution Steps



DETAILED ADOPTION GUIDE

THE MAIN CAUSES OF ACCIDENTS WERE IDENTIFIED AS

- Fatigue
- Visibility of pedestrians from HMEs
- Visibility of LDVs by HMEs
- Poor environmental conditions
- Production pressure
- Inadequate standards
- Not adhering to standard operating procedures
- Not having proper systems in place
- Ill-discipline

THE TRAFFIC MANAGEMENT LEADING PRACTICE ADDRESSES

- Injury to persons through collision of mobile equipment
- Injury to persons on foot (pedestrians) by mobile machines (working)
- Injury to persons entering hazardous areas
- Injury to persons entering restricted areas




The notion that a specific unwanted event has not happened for any number of years of operation is not a justification for ignoring a hazard or specific unwanted event.


...DETAILED ADOPTION GUIDE




Identifying the cause of accidents leads to practices that will effectively address the problems and lead to fewer accidents.



**STAGE 1:
PREPARATION**



**STAGE 2:
CHANGE MANAGEMENT**



**STAGE 3:
EXECUTION**



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PREPARATORY STAGE

1. Decide to Adopt



2. Appoint an Adoption Team Manager (ATM)



The ideal Traffic Management ATM and champion should possess the following:

| | | |
|----|---|---|
| 1. | Credibility: This is an essential requirement. He/she should be knowledgeable, enthusiastic and possess good leadership and communication skills. | ✓ |
| 2. | Involvement: Having selected an individual with the right potential, it is essential that he/she has sufficient time available to adequately perform the functions of project management and championship. To do this, the person has to be actively involved in the details of the Traffic Management Leading Practice as well as the people components. The person should be knowledgeable about issues and problems and assist with finding tangible solutions. | ✓ |
| 3. | Leadership: The person selected must provide leadership in overcoming challenges that arise. This will include the development of strategies and plans for the progressive Adoption of the Traffic Management Leading Practice across the mine. | ✓ |
| 4. | Change management: The ATM must have good awareness and appreciation for the importance of change management theory. | ✓ |
| 5. | Communication: Being an effective spokesperson is one of the key roles for the Traffic Management Leading Practice. The person must be a good communicator. | ✓ |

...PREPARATORY STAGE

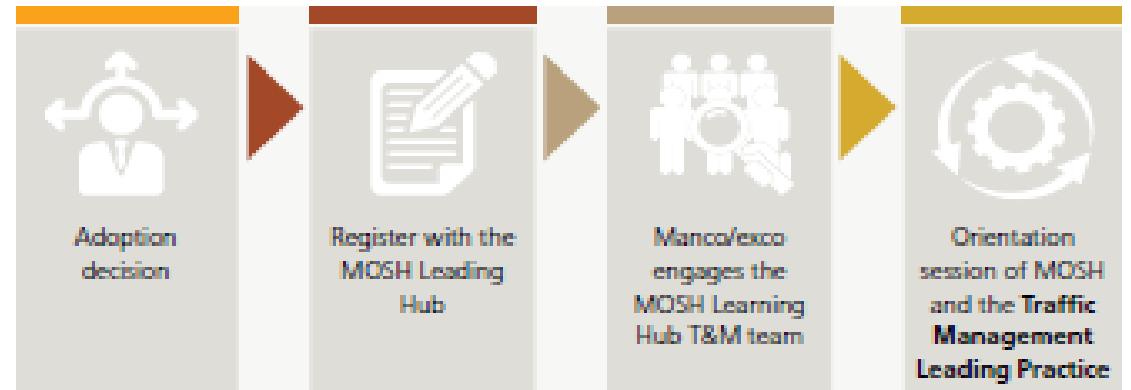
3. Join the Community of Practice for Adoption (COPA)

- Contact a COPA Coordinator to establish a working relationship
- Attend COPAs
- First COPA: Full day of overview



...PREPARATORY STAGE

4. Orientate Mine MANCO



...PREPARATORY STAGE

5. Engage the Mine Safety Committee

Key stakeholder buy-in and support is a make or break issue for Leading Practice Adoption. Share and listen. Listen and learn. Learn and act.

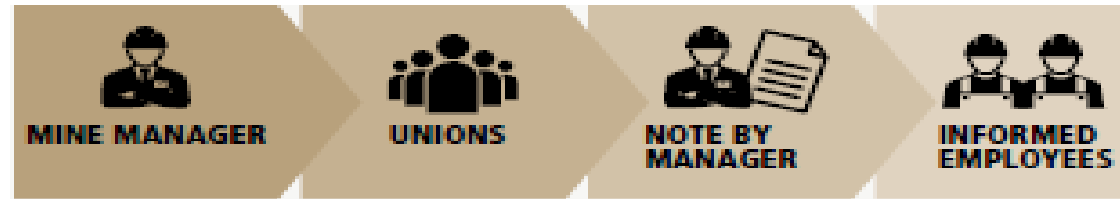


The ATM must engage the mine/regional union leadership by:

1. Sharing the Adoption decision
2. Listening to any concerns
3. Formally introducing the MOSH Traffic Management Leading Practice to the mine's Safety Committee, Standardization Committee and Standards Committee – if such is in place at the mine – with nominated union representative(s)

...PREPARATORY STAGE

6. Communicate the Decision to Adopt



...PREPARATORY STAGE

7. Conduct a Traffic Management Risk Analysis



Excellent risk analysis depends on excellent facilitation, operational knowledge and a very good process.



...PREPARATORY STAGE

8. Prepare a Draft Adoption Plan



...PREPARATORY STAGE

9. Establish the Mine Adoption Team

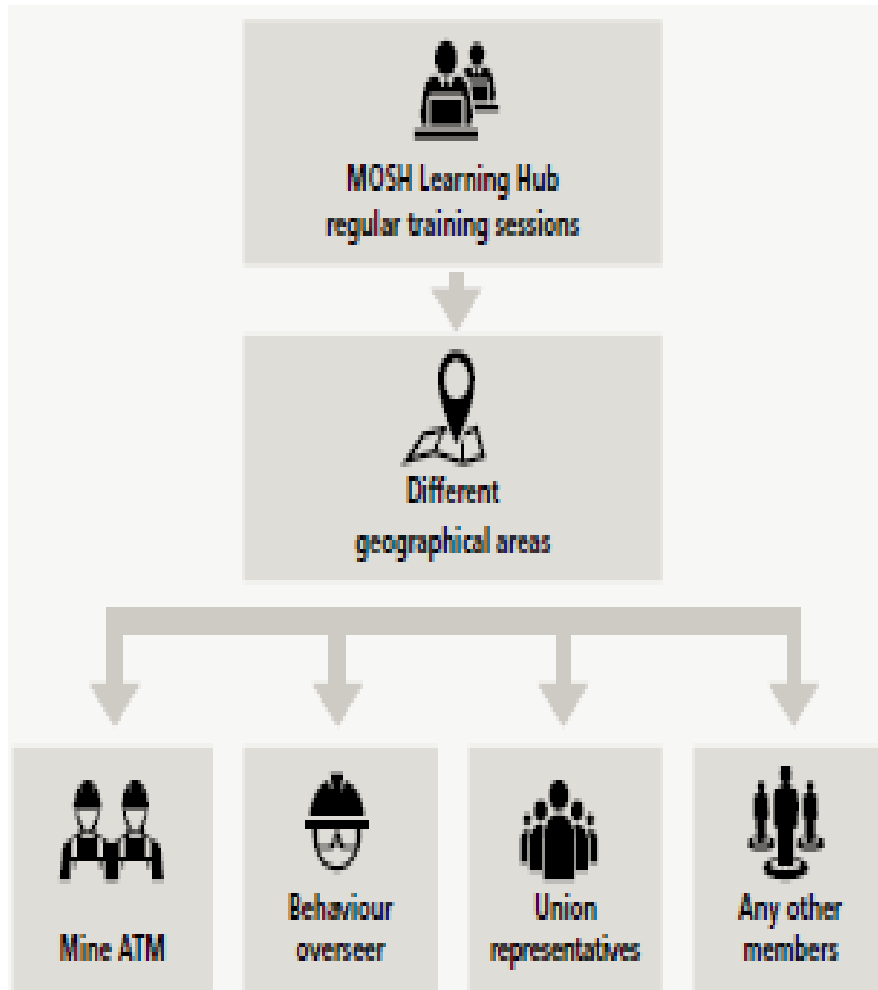


All of the members in the Mine's Traffic Management Adoption Team must have sufficient time available to fulfill their roles and responsibilities. This should be appropriately reflected as a key performance area in their performance contracts with the mine.



...PREPARATORY STAGE

10. Train the Mine Adoption Team



...PREPARATORY STAGE

11. Define Make or Break Issues/barriers to Adoption

- Circumstances are unique per mine
- Identify specific issues that will be the focus during the project
- Identify barriers to adoption early
- Issues must be managed and monitored adequately during the project



...PREPARATORY STAGE

12. Review, Align & Update COPs, Standards & Procedures

- The operational details of the **Traffic Management Leading Practice** must be reviewed in relation to mine standards to identify any potential conflicts or operational problems.




...PREPARATORY STAGE

13. Finalise the Plan for Adoption of the Elements

- After completion of Steps 4 – 12, the ATM will be able to finalize and submit the Adoption Plan for sign off.

14. Identify Key Measurements (Monitoring Programme)



KEY MEASUREMENTS MUST

| | | |
|----|---|---|
| 1. | Quantitatively indicate performance | ✓ |
| 2. | Identify the impact of the practice | ✓ |
| 3. | Identify parameters and procedures | ✓ |
| 4. | Identify responsibility for making the measurements | ✓ |
| 5. | Be documented in a brief document with envisaged analysis | ✓ |

CHANGE MANAGEMENT STAGE



Change Leadership is a leadership competence needed to ensure that change is introduced smoothly.

Change leadership is a series of acts, decisions and conducts, it is not a position.

15. Identify Key Stakeholders



16. Leadership Behaviour

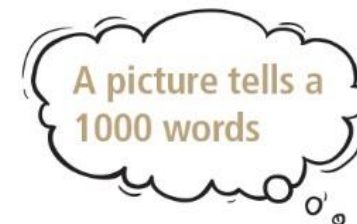
WHAT LEADERS DO OR DO NOT DO IS KEY TO THE SUSTAINABILITY OF A LEADING PRACTICE!

...CHANGE MANAGEMENT STAGE

17. Behaviour Communication Material



The use of visual communication has proved to be more effective than just verbal communication. There are a number of behavioural communication aspects that can be addressed by posters.



...CHANGE MANAGEMENT STAGE

18. Identify, Develop or Modify Behaviours per LP Element

- All role players must know what the ideal behaviours are
- Roles to facilitate Adoption (Leadership Behaviour)
- Roles to execute the new controls (Individual Behaviour)

19. Plan & Develop Training Materials



EXECUTION STAGE

20. CONDUCT ISSUE BASED RISK ASSESSMENT

All risks introduced during the Adoption of a specific element are identified, controlled and managed.

21. DO LEADERSHIP BEHAVIOUR SESSIONS

Mines may consider to conduct leadership behaviour sessions with all the members of a specific management or supervisory level in one session. Sessions can be considered for Team leaders; Shift supervisors or Production managers

22. DO BEHAVIOUR COMMUNICATION

- Structured conversations with individuals and/or groups
- Ensure that there is a clear understanding of the risks per element and the required controls

23. TRAIN THE PERSONS INVOLVED IN ADOPTING THE PRACTICE

- Initiate training process using material as developed.
- Ensure that individuals are fully competent in the execution of a particular element.

...EXECUTION STAGE

24. IMPLEMENT AND MAINTAIN THE MONITORING PROGRAMME

Once sufficient data has been collected, the mine ATM should arrange for the data to be analysed so that performance of the practice and the impact that it has had at the mine can be established.

25. REPORT ON ADOPTION AND PERFORMANCE ACHIEVED TO COPA

- The ATM must keep key stakeholders informed.
- Issue progress updates regularly to Union Leaders, Mine Management and the MOSH team.

26. REVIEW & CLOSE OUT THE TRAFFIC MANAGEMENT LEADING PRACTICE PROJECT

- Once Adoption of all the relevant elements has been completed and performance monitoring being done, the mine must review and close the project officially.



Key lessons should be documented.



PART 3

- Description of the Traffic Management Leading Practice