

REPORT

# 2015 Registered Managers Forum



Government of **Western Australia**  
Department of **Mines and Petroleum**  
Resources Safety

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# Introduction

Staying abreast of best practice and community expectations is one of the key aspects of the Department of Mines and Petroleum's role in working with the resource industry to improve safety outcomes.

On 19 August 2015, the Department conducted the inaugural Registered Managers Forum as an opportunity to a specific industry segment to contribute to the development of appropriate strategies.

Over one hundred managers responded to the invitation, which captured the spirit of the event by stating that the topics to be covered were:

- How is the safety performance of Western Australia's mining industry travelling?
- What is on the legislative horizon and how will it affect management of safety within your company?
- As industry influencers, how can we drive a positive safety culture change?

The Department intends this to be the first in an annual series that precedes and complements the Mines Safety Roadshow, which is targeted at safety and health representatives, supervisors, safety officers and other workers.

## Forum format

The Forum was divided into two sessions – information giving and then a workshop based on specific items for group discussion, with the outcomes being fed back to the main assembly.

### Information giving

Four speakers were scheduled to present different aspects of the government and Department's emphasis on safety.

Unfortunately, the Minister, Hon. Bill Marmion MLA, was ill so the Director General of the Department provided both the government and Department's perspective on the importance of the Forum.

Simon Ridge, Executive Director Resource Safety, spoke about legislative reform and the applicable Act, and Andrew Chaplyn, Director Mines Safety, spoke on safety performance and trends, ensuring that a comprehensive view was presented. Mr Chaplyn's presentation is provided in Appendix 1.

### Workshop

Participants were divided into groups of 6 to 8 people, with a "volunteer" scribe and reporter elected at each table.

The discussion points referred to each table are listed below.

#### **What the Director General said:**

- Does it ring true?
- What was most relevant?
- Where do the challenges lie?
- What is the impact of legislation and community expectations?

#### **What strategies will produce the best results?**

#### **What should be the role/s of each operator? What is/are the best roles of the Department?**

#### **How do we, as an industry, ensure that each operator has a mature safety process? What is the "ABC" of maturity?**

#### **How do you want to be involved in building the way forward?**

# Key themes and recommendations

A number of key themes emerged from the Forum. They included:

- a desire for a co-operative approach between operators and government
- recognition of the need to create a mature culture of safety across industry that does not separate safety from work practice
- a desire from many to be involved in future work developing strategies.

Using these as a basis for strategic planning, the Department can continue working with industry to create a safety-oriented environment that is foremost in the minds and methodologies of all sections of the industry.

The depth and variety of comments that arose during discussions indicate recognition that different parts of the industry need to be not only engaged, but have co-operative roles in the future. For instance, there were topics that should be the focus of the regulator (i.e. Department), those that should be the focus of operators, and those that industry as a whole (e.g. industry associations) should focus on.

Common topics included communication, leadership, consistency, and shared responsibility. The depth and breadth of the comments and ideas need to be systematically gathered and applied where relevant.

The themes, co-operative spirit and desire to be further engaged create an opportunity to use the knowledge and expertise of those already engaged to develop strategies to progress safety in the industry.

## Summary of group responses

The following lists the most frequently recurring themes that were recorded across the groups during the workshop section of the Forum.

### **What the Director General said – does it ring true, what was the most relevant, where do the challenges lie, impact of legislation and community expectations?**

- Use data as a management tool
- Being process driven – individual put down
- Taking away initiative
- Hold people accountable for actions
- Documentation used as a cover
- Getting in front of community expectations – building trust
- Industry downturn – reduced resources

## **What strategies will produce the best results?**

- Get individuals and workforce involved
- Get contractors involved
- Make the “safe” way the “easy” way
- Develop new leaders (they don’t just happen)
- Visible leadership – “management by walking around”
- Promote accountability for all
- Recognise “good” culture
- Regulator focus on “value-adding”
- Safety by design
- Safety is part of the job – not an “extra”
- Share the lessons – the good and the bad

## **What should be the role/s of each operator? What is/are the best roles of the Department?**

### **Operator**

- Comply with regulations
- Report accurately including non-required information
- Seek continuous improvement
- Build a culture of safety
- Commit to leadership and building new leaders
- Focus on education of staff
- Ensure that contractors maintain standards on each site
- Participate in industry development
- Create a safe working environment

### **The Department**

- Set and maintain high standards
- Be consistent in applying regulations
- Share ideas between operators, producers and contractors
- Manage community expectations of the industry
- Create procedures database between sites
- Collaborate with industry on design
- Communicate clearly new regulations, shared learnings and the like
- Act collaboratively
- Adapt to innovation
- Educate the industry

## **How do we, as an industry, ensure that each operator has a mature safety process? What is the “ABC” of maturity?**

- Everyone knows their roles
- Safety inherent in work place – not an “add on”
- Transparency and trust
- Staff turnover is low
- KISS principle
- Mentor system for new employees
- Culture is self-sustaining and visible
- Systems in place with confidence and support in place from management to adhere to them
- Empowerment of workforce to change safety culture

### **Good looks like ...**

- Reporting culture
- Discipline in delivery
- Safe for people to speak up
- Engaged workforce
- High quality investigations and recommendations
- KPIs measured in quality not numbers
- Housekeeping – look and feel of place is good
- No fatalities
- Individuals own the safety of themselves and others

### **How do you want to be involved in building the way forward?**

- Everyone should be involved and involved together to develop best outcomes
- All stakeholders working in the same direction
- Media telling good news stories
- Involved workforce
- Recognise people and organisations doing the right things
- More education and forums
- Teach operators how to risk assess and react as part of the induction process and build and reinforce this procedure throughout career
- Drug education to give people the right information to make decisions about how to manage the issue – community, government, working groups and industry groups

# Survey responses

The majority of the people who attended the Forum believed it was useful and a good way of engaging people in the right conversations, and were looking forward to future opportunities to participate. Over 96 per cent indicated they would participate in future events.

Some believed there needed to be a more strategic look at the state of the industry, senior departmental staff should attend all of the sessions, the Department should be represented at each table, and there should be more time for questions and answers.

## Conclusions

The Forum met or exceeded the Department's expectations to engage industry. There were significant discussions in an environment conducive to unrestrained thinking and gaining commitment to continuing the process.

The Forum also provided a rare opportunity for managers to come together to not only network but take stock of where the industry is heading.

### **Recommendation**

Those who volunteered to be involved further should be invited to participate in a process that may entail:

- fine-tuning the findings of this Forum
- selecting the best and most applicable ideas, and shaping them into strategies to drive positive cultural change.

This would supplement the Department's proactive approach by engaging mine managers who have an appetite for co-operative involvement in shaping the future.

# Appendix 1 Andrew Chaplyn's forum presentation slides

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## Setting the scene

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Safety performance and trends

Andrew Chaplyn, Director Mines Safety

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## Our commitment

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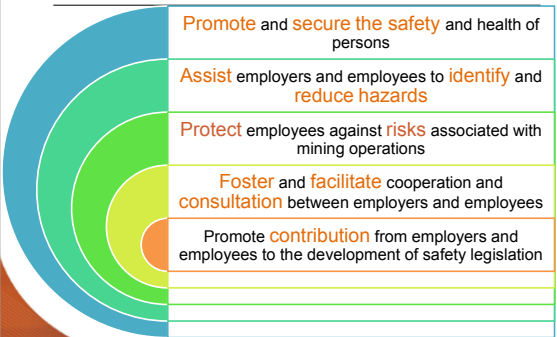
To work with industry to reduce serious accidents and incidents, and provide tangible support in achieving a positive cultural change.



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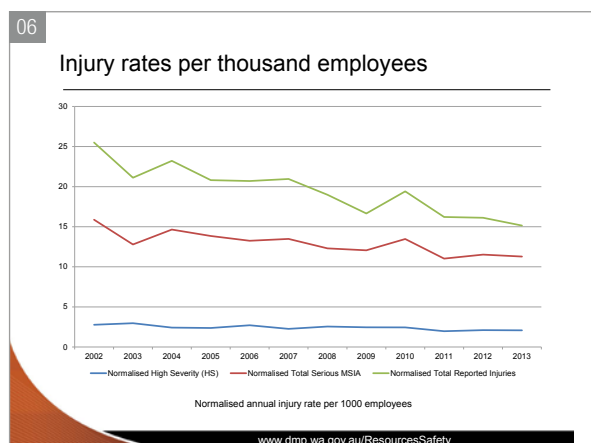
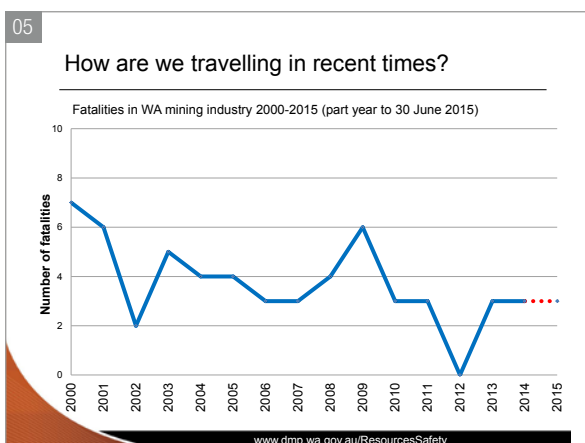
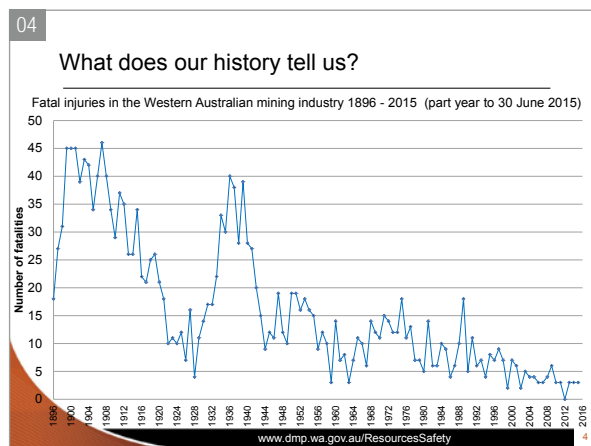
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## What are the objects of the Act?



- Promote and secure the safety and health of persons
- Assist employers and employees to identify and reduce hazards
- Protect employees against risks associated with mining operations
- Foster and facilitate cooperation and consultation between employers and employees
- Promote contribution from employers and employees to the development of safety legislation

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### Analysing the data

#### Fatality review



#### Serious injury review



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### Fatal Accidents – 2000 to 2012 – 52 reports

- Falls from height
- OEM procedures - fitters in workshops
- Run away vehicles
- Vehicles over edges
- Vehicle collisions
- Electrical contacts
- Underground rock falls
- Open pit wall failures
- Inrush situations
- Tyre handling – pressure and gravity

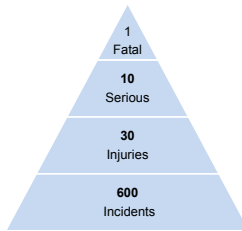
Note: Additional 9 fatalities 2013-2015

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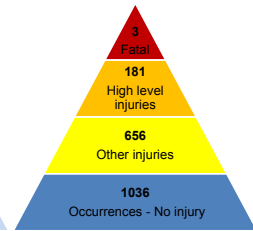
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### Accident triangle

Frank Bird Accident triangle



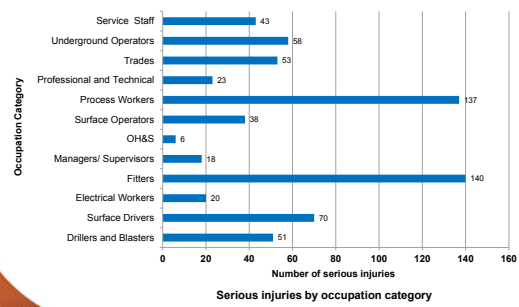
Accident triangle based on SRS coded data – July to Dec 2013 actuals



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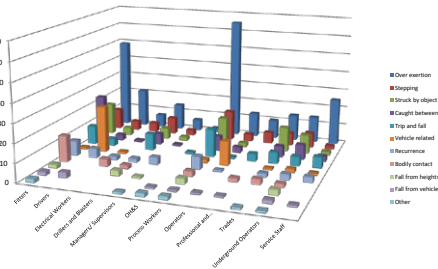
### Conventional 2D charts (grouped categories)



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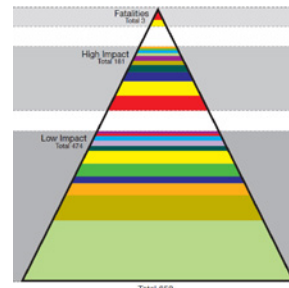
### Complex risk profile



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### Accident triangle – Serious injuries – actual



Total 656

Legend: Over exertion, Slipping, Struck by object, Caught between, Trip and fall, Vehicle related, Inrush, Bodily contact, Fall from heights, Fall from vehicle, Other.

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## High Severity (HS) serious injuries

Activity (grouped)	Amputation, fracture, crush injury
Falls and slips – on level surface	17
Falls and slips – on elevated location	12
Hand Tools - manual and power	12
Suspended or dropped load/item	16
Crushed or caught between/against	26
Machinery and equipment	9
Lifting by hand or exertion	8
Hoses or vessels under pressure	2
Vehicle collisions	2
Electrical	1
Tyres	1
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## Findings

- Data consistent with fatality review
- Data fits the accident triangle method of analysis
- 3D charts can pinpoint critical activities
- Methods fit the 'Risk based regulator' concept
- Data results consistent with general accident theory
- Six month data sets useful because of sample size
- Over ten years of consistent data available
- Longer time frame required for low frequency high consequence events

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## Critical activities and hazards

### Total industry

- Falls from height
- Employee under suspended load or object
- Crushed between or against

### Vehicle related

- Collisions
- Vehicles over edges or rollovers
- Vehicle runaway on slope or gradient

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## Resources Safety's focus on mining activities



### Improving hazard awareness and control selection

#### Areas of concern

- Maintenance and service activities
- Hazardous manual tasks
- Fit for purpose



### Promoting the adoption of appropriate risk management strategies

#### Areas of concern

- Principal hazard management plans
- Safety in design
- Assessment of competence
- Traffic management
- Job risk assessment tools (e.g. JHAs, JSAs)



### Supporting effective leadership and positive cultural change

#### Areas of concern

- Fitness for work
- Management and supervision
- Safety and health representatives

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