

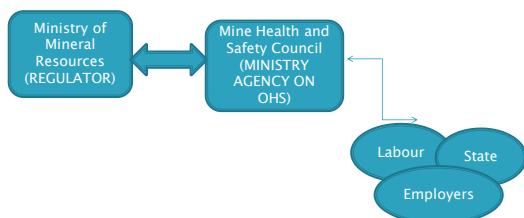
## Culture Transformation on OHS to attain ZERO HARM in the South African Mining Sector

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## PRESENTATION OUTLINE

- ▶ Overview of the SA mining sector
- ▶ Background
- ▶ Research Methodology
- ▶ Results
- ▶ Culture Transformation Framework
- ▶ Implementation Model
- ▶ Reporting and Monitoring
- ▶ Conclusion

## Overview : SA MINING SECTOR



## Background

- ▶ In 2008 Tripartite Stakeholders in the SA mining sector (State; Organised Employers and Organised Labour) held a Leadership Summit organised by the Mine Health and Safety Council (MHSC)
- ▶ The purpose of the summit was to derive solutions to address health and safety performance at mines brought about by high accidents and fatalities at mines and occupational diseases
- ▶ Stakeholders agreed on action plan and key themes of the actions were identified:
  - 1 Strengthening the culture of health and safety at mines
  - 2 Promoting a learning industry and building capacity
  - 3 Making workplaces safer and healthier

## Background cont....

- ▶ To strengthen the Health and Safety Culture, the MHSC undertook a project *Changing Minds; Changing Mines* with the aim of developing a framework that would guide the sector into making a change towards zero harm
- ▶ **Health and safety culture means** the extent to which individual and groups will commit to personal responsibility for health and safety; act to preserve; enhance and communicate health and safety concerns; strive to actively learn and modify behaviour based on lessons learned from mistakes; and be rewarded in a manner consistent with this values

## RESEARCH METHODOLOGY

- ▶ A consortium of international and local researchers was commissioned to conduct the research
- ▶ The aim of the research was to develop a Culture Transformation Framework to guide the SA mining sector in developing their own strategies for focusing attention on strengthening their organisational health and safety culture

## OBJECTIVES

- ▶ Identify key elements of high performing health and safety culture,
  - ▶ Define those factors that promote or inhibit achievement in health and safety,
  - ▶ Identify and assess models that provide a suitable framework for the improvement of health and safety culture,
  - ▶ Develop an appropriate framework for the SA mining sector
  - ▶ Develop an implementation plan for the framework
  - ▶ Develop indicators and monitoring tools to measure progress
- Assess the level of health and safety culture within the mining sector and compare commodities

## RESEARCH METHODOLOGY cont...

Process:

1. Preparation and Planning
2. Conduct literature review
3. Interview key stakeholders
4. Data collection on 25 sites
5. Analyse data
6. Produce an interim report
7. Conduct a Future Search workshop
8. Write a draft report
9. Finalise the report, including the CTF framework

## RESULTS: CTF

WORK AREAS		
Healthy, safe and productive mining	Working together	Maintaining and monitoring standards
<b>GOALS</b>		
Mining will be safe, healthy with risks controlled at the source	We will work together in a learning and participative culture	Standards will be clear, enforced using fair sanctions
Integrated mining activities	Elimination of racism	Tripartism
Risk management	Language	Regulatory framework
Technology	Capacity Building	Inspectorate
Best practice	Empowering disadvantaged groups in the	Data

## CTF: Vision; Mission Statement

### Vision

We; the tripartite stakeholders of the SA mining industry; see a future in which every mine employee shall return home unharmed every day

### Mission

Through the individual and collective efforts; each member shall adhere to the values of care, dignity; respect; accountability; honesty; integrity; transparency; equity and equality to attain zero harm

## AGREED CTF PILLARS BY STAKEHOLDER AND THEIR INTENTIONS

PILLAR	INTENTION
Bonus and Performance System	We will ensure that ZERO HARM is prioritized ahead of production
Risk Management	We will seek to eliminate risks at their source and investigate root causes
Leadership	Leaders will lead by example in walking the ZERO HARM talk
Leading Practice	We will take a common approach to identifying and facilitating the adoption of leading OHS practices and research outcomes
Elimination of Discrimination	There will be no racism, genderism and any forms of unfair discrimination

## CTF Implementation model

For successful implementation; clear; practical objectives; measures and finite timelines and reporting processes were developed

## Bonuses and performance incentives

**Description:** Bonuses and performance incentives can send mixed messages that production is more important than Zero Harm

### Minimum standards:

We should strive to have a ZERO HARM operations bonus systems, across ALL levels of the organization, that:

- a) Enhances safe and healthy production
- b) Includes a combination of safety and health indicators in the determination of zero harm
- c) Includes a regular evaluation of whether those affected by the bonus system understand it and consider it fair

## Bonus system: Action Plan

Activity	Responsibility	Date
Do a gap analysis between the company's production bonus system and the minimum standards	Companies that have production bonuses	6 months after approval of CTF
Review production bonus systems and ensure unions are part of the consultation process about the principles of new zero harm operations bonuses	Companies that have production bonuses	End 2012

## Reporting and Monitoring

Performance against each pillar identified will be reported using a scoring system described as follows:

- *If a mine has no system/programme in place the score will be zero*
- *If a new system/programme or a revision of an existing one exists; score will be either 1; 2; or 3*
- *A score of '1' is obtained if the system has been implemented and reviewed for suitability or requires no revision*

## CONCLUSION

**PRINCIPALS OF THE TRIPARTITE STAKEHOLDERS WITHIN THE SOUTH AFRICAN MINING SECTOR HAVE SIGNED THE CTF DURING THE 2011 HEALTH AND SAFETY SUMMIT AND AGREED THAT IT SHOULD BE IMPLEMENTED.....**

THANK YOU?