

L E A R N I N G H U B

Continuous Real-time

Monitoring of Airborne

Pollutant Engineering

Controls – all necessary documentation (Steps 1 to 3)

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**CHAMBER OF MINES OF SOUTH AFRICA**

*Putting South Africa First*





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* 1. **Detail guidance per activity**
     1. **Facilitate the adoption decision**
        1. Prepare and present case for adopting the leading practice at the mine:
           + The relevant specialist at the mine should evaluate the case for adopting the leading practice. (This is an implicit requirement of both the Mine Health and Safety Act and the Mining Charter).
           + The mine specific benefit and value of adopting the leading practice, or lack thereof, should be clearly identified and documented. The generic value case prepared by the MOSH Adoption Team should be consulted in undertaking this assessment. It is available on MOSH website at [www.mosh.co.za](http://www.mosh.co.za).
        2. Obtain top management decision about adoption of the practice:
* Top management at the mine need to be fully aware of what the MOSH Leading Practice and the adoption process entail, before deciding about whether or not to adopt. To achieve a fully successful outcome they must be supportive of both the practice and the adoption process.
* The simple explanation and diagram presented earlier, and the brochure about the adoption system presented later in part 3 of this document are provided to assist in the preparation of a brief explanation of the MOSH Adoption System to top management. A 15 minute explanatory DVD is also available from the MOSH Secretariat.
* Should additional assistance be required in preparing or presenting the case to top management, the MOSH Adoption Team Manager should be contacted.
* The Senior General Manager at the mine should record the decision about adoption on the assessment form as provided below and arrange for the signed form to be returned to the MOSH Adoption Team Manager.

*A typical example is provided below:*



**LEADING / SIMPLE LEADING PRACTICE REVIEW CHECKLIST**

**R I S K**

Airborne Pollutants

Yes

Controls in place

**List Controls**



**Controls effective**

*Measurement*

*< Action level*

Consider leading practice

*Name of practice*

Yes

Yes

No

Yes

No

No

**State reasons**



Uncertain

**Assess**

*Measure airborne pollutants*

< Action level

> Action level

***For Simple Leading Practices:***

*Join Interest Group to Adopt/Share*

***Group specific:***

*These levels are determined per Mining Group standards*

***Airborne pollutant levels:***

*These could be pollutant levels after engineering controls have been installed*

The Leading Practice Review Checklist, presented above also provides an easy-to-use aid in assessing the applicability and motivating the implementation of a particular practice for a potential adoption mine.

**Signature and Designation**

Date

* + 1. **Secure support for adoption**
       1. Secure support of regional and mine-level union representatives:
          - Regional and mine-level Union Representatives should be engaged as soon as possible to secure their understanding, buy-in and support for the leading practice. This is crucial. The extent of the support provided, or withheld, can greatly facilitate or inhibit the adoption process.
       2. Issue written mine-wide briefing note advising of decision to adopt:
* A mine-wide briefing note should be issued by management to inform employees of the intention to adopt the leading practice at the mine. This should be done as soon as possible after engaging the unions, and preferably with their support.
* The note should advise that the adoption process will involve detailed discussions with various employees at all levels to get their input into the adoption process. (These discussions are the one-on-one direct enquiry interviews described in part 2 under G8.)

*A typical mine-wide brief is provided below:*

COMPANY LOGO

Photo of General Manager pasted here

**TO :** All D-Band and above employees

Union Representatives

**FROM :** General Manager

**DATE :** Monday, 2 March 2015

**SUBJECT :** MOSH - ADOPTION OF LEADING PRACTICES

Dear Colleagues

This is to inform you that we have made a decision to adopt the following Leading Practices as per the MOSH Learning Hub methodology:

* **Continuous Real-time Monitoring of Airborne Pollutant Engineering Controls**

We are of the opinion that by adopting this leading practice the health of our workers will immensely benefit in terms of reducing the dust load underground and therefore reduce the dust exposure levels to our workers.

The adoption process will involve detailed discussions with various employees at all levels to get your input into the adoption process.

By doing so we re-iterate our commitment to zero harm and that we will do anything possible to ensure our workers return home safely and healthy.

Please ensure that the content of this brief is communicated through the entire mine’s communication channels to all workers.

**Together we can!**

divider copy.gif**XYZ**

Designation *(General Mine Manager)*

* + 1. **Establish an effective mine adoption team**
       1. Identify and appoint a suitable project leader / champion:
          - An important aspect of top management’s decision to adopt the leading practice must be that a suitable person will be assigned the task of leading the project and championing the leading practice and the adoption process at the mine. This is crucial to the success of the adoption process.
          - The selected person must have time to properly fulfil the role of adoption team manager, and leading practice champion. This is not an understatement and the mistake of overloading a competent person must not be made.
          - Systematic execution of the adoption process and successful adoption of the leading practice should become a key performance criterion in the selected person’s performance contract with the mine.
          - The attributes of an ideal leading practice adoption team manager and champion are provided in the check-box table below to assist the mine making this selection.

|  |  |  |
| --- | --- | --- |
| Attributes of a Leading Practice Adoption Team Manager / Champion 🗹 | | |
| **1** | **Credibility:** An essential requirement is that the champion should be credible. This individual should preferably be someone linked directly to the specific discipline and should be at an appropriately high level in the organisation. He/she should have good levels of knowledge, energy, leadership, communication skills and personal credibility |  |
| **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 needs to become deeply involved in the details of the technology as well as the people components of the leading practice, to appreciate the issues and problems, and to assist in, or be knowledgeable about their solution |  |
| **3** | **Leadership:** An important role of the person selected will be that of providing leadership in overcoming implementation problems that arise, including that of energising lagging aspects of the process. It will also include the provision of insightful input into the development of strategies and plans for the progressive adoption of the leading practice across the mine. |  |
| **4** | **Communication:** A particularly key role will be that of being an effective spokesperson for the leading practice being championed. To do this effectively, the champion should accumulate key data and prepare appropriate documents and presentations to communicate such performance and technical data to interested parties, initially at the mine, but in due course on behalf of the mine at industry workshops, conferences, and so on. |  |

*A typical appointment letter for appointing mine adoption team is provided below:*

COMPANY LOGO

**APPOINTMENT OF MINE ADOPTION TEAM**

In terms of the adoption of Simple and/or Leading Practices methodology as per the Mine Occupational Safety and Health (MOSH) process you are hereby appointed to be part of the Mine’s adoption team for the following Leading Practice:

1. Continuous Real-time Monitoring of Airborne Pollutant Engineering Controls

I am further committed to provide all the relevant resources to ensure sustainable adoption of the leading practice.

Signed: ……………………………………………………………………………….

Name: ……………………………………………………………………………….

Designation:...………………………………………………………………………………..

Date: ……………………………………………………………………………….

I, the undersigned accept the appointment as member of the following Leading Practice:

1. Continuous Real-time Monitoring of Airborne Pollutant Engineering Controls

Signed: ……………………………………………………………………………….

Name: ……………………………………………………………………………….

Designation: ……………………………………………………………………………….

Date: ……………………………………………………………………………….

* + - 1. Identify a person to oversee customisation of behavioural plans:
         * A specific person needs to be identified and allocated the responsibility for overseeing the process of customising the generic behavioural plans to take account of mine specific circumstances and then integrating them into the mine’s adoption plan. To gain the people related benefits of the MOSH adoption process it is essential that this process is properly carried out. A *behavioural plans overseer* is required to ensure that this is the case.
         * The generic behavioural communication and leadership behaviour plans are provided in Part 3 later in this document. They are integral parts of the MOSH Leading Practice – they address the knowledge gaps and other identified barriers to successful adoption, and help ensure the behaviours needed at all levels for a sustainable adoption. They must be customised to take account of mine specific circumstances and then implemented for adoption of the MOSH Leading Practice to be *complete.*
         * To assist in clarifying what needs to be overseen, and why oversight responsibility needs to be allocated to a specific person, an outline of the eight-step process for customising the behavioural plans is presented below:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Step | |  | What |  | Check – go/no-go decision question |
|  |  | |  |  |  |
| 1 | |  | **Identify adopters and key stakeholders at the mine** |  | Do we have a good understanding and complete identification of potential adopters and stakeholders? |
|  | |  |  |  |  |
| 2 | |  | **Select people to be interviewed** |  | Have we chosen the appropriate people to interview? |
|  | |  |  |  |  |
| 3 | |  | **Identify and brief the interviewers** |  | Are the interviewers ready to interview? |
|  | |  |  |  |  |
| 4 | |  | **Conduct the interviews** |  | Have all the interviews been done and full worksheets completed and returned for processing? |
|  | |  |  |  |  |
| 5 | |  | **Summarise the interview results** |  | Have the interview results been systematically assessed and significant new findings clearly identified? |
|  | |  |  |  |  |
| 6 | |  | **Use the findings to customise the leadership behaviour communication plan** |  | Are the customised plans coherent and properly understood by the mine team and can they be implemented and effectively monitored in behavioural terms? |
|  | |  |  |  |  |
| 7 | |  | **Use the findings to customise the behavioural communication plan** |  | Are the customised plans coherent and properly understood by the mine team and can they be implemented and effectively monitored in behavioural terms? |
|  | |  |  |  |  |
| 8 | |  | Integrate the customised plans into the implementation plan at the mine |  | Is the overall implementation plan coherent and properly understood by the mine project team? |

* Given that the mine may in future adopt other MOSH leading practices with similar customisation requirements, consideration should be given to identifying a person well placed to assist future adoption teams at the mine. The nature of the work suggests that such a *Behavioural Plans Overseer* could well be drawn from the Human Resources department.
* For other MOSH leading practices this responsibility has sometimes been allocated to the Mine Adoption Team Manager but this has not worked well.
  + - 1. Train project leader and behavioural plans overseer:
* The project leader (the *Mine Adoption Team Manager*) should liaise with the MOSH Adoption Team Manager and the *Group Adoption Coordinator,* (if his mining company has appointed one) to identify suitable training arrangements for himself and the identified *behavioural plans overseer.*

In the event that more specific training arrangements become available this section will be appropriately updated to reflect this.

* No formal training courses are yet available and at this stage one of the MOSH Adoption Team Managers or one of the Learning Hub Specialists may need to provide the necessary training and mentorship.
* An alternative that should also be explored with the MOSH Adoption Team Manager is that of arranging for the two mine persons to spend time with their equivalents at a mine that has already successfully worked through an adoption process.

**Secure establishment of an appropriate adoption team at the mine:**

* In addition to the Mine Adoption Team Manager and the Behavioural Plans Overseer, the mine adoption team should include:
  + a person from the training department,
  + the line manager of the section in which the adoption process is to be initiated,
  + a person representing labour,
  + a mine safety specialist, and
  + a specialist in the area of the leading practice.
* All of the persons in the Mine Adoption Team must have sufficient time available to fulfil their role and responsibilities on the adoption team, and this should be appropriately reflected as a key performance area in their performance contracts with the mine.
  + - 1. Provide adoption team with copies of leading practice adoption guide:
* This should be done at least a few clear days before holding a workshop to review and initiate the adoption process. Team members should familiarise themselves with the guide before the workshop