

CASE STUDY ON GENERAL ADOPTION OF MOSH LEADING PRACTICES - PHAKISA MINE

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- MOSH overview
- MOSH steps of adoption
- 7 Critical steps in MOSH practices adoption at Phakisa Mine
- MOSH LP at Phakisa- Time lines
- Challenges that threatened sustainability
- Solutions
- What made Phakisa Mine succeed?

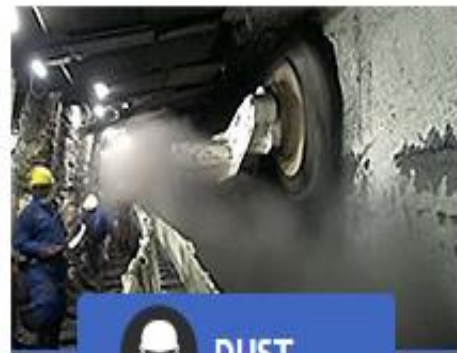


MOSH- Mine Occupational Safety and Health

- The MOSH Adoption system was developed in 2007 and piloted in 2008
- Developed to assist industry in its efforts to meet the Tripartite agreed Milestones
- Occupational Health and Safety Milestones signed off in 2003, and Mines committed in 2005
- Key features of the adoption system :
 - industry ownership , stake holders involvement
 - behavior modification

ABOUT MOSH AND THE LEARNING HUB

The Chamber of Mines established the Learning Hub in 2009 to encourage mining companies to learn from the pockets of excellence that exist in the industry through an adoption process which involves identifying, documenting, demonstrating and facilitating widespread adoption of leading practices with the greatest potential to address the major risks in health and safety areas such as **falls of ground**, **transport and machinery**, **dust** and **noise**.



DUST

Practices that reduce occupational lung diseases and improve occupational health.



NOISE

Practices to prevent the deterioration in hearing amongst occupationally exposed individuals.



FALLS OF GROUND

Practices with the highest potential for reducing occurrences of uncontrolled falls of ground.



TRANSPORT & MACHINERY

Practices with the highest potential for reducing instances involving transport and machinery.



16 steps for adoption of MOSH practices



7 Critical steps in attaining sustainability- Phakisa

Step 1:
Facilitating and securing adoption decision and support from Management and Unions

Step 2:
Establish Mine adoption Team with a keen Champion

Step 3:
Conducting interviews amongst involved employees

Step 6:
Progressively monitor, evaluate and report performance

Step 5:
Develop training and comm. Material, and integrate the system into the existing systems, checklists, PTOs, Inspection reports

Step 4:
Customizing the behavioral plans – all levels of employment

**Follow up interviews after adoption of the
system**

Why is this step so important

- Opportunity to identify gaps that still exist and address them
- Refining the Leading practice to the shaft specific needs
- Review procedures where necessary
- Gives a sense of caring
- Re-assurance

- Started in 2011 with bolting and netting where the MOSH processes were not followed properly
- Resistance from supervision, Union and employees
- Consulted successful adopters
- Visited successful adopters with stake holders who had influence, unions, supervisors and a few employees
- Conducted direct inquiry interviews and developed generic behavioral plans
- Training- specific lesson plans
- Follow ups with adopters (employees supervision)
- Integration of system into checklists, PTOs, inspection reports

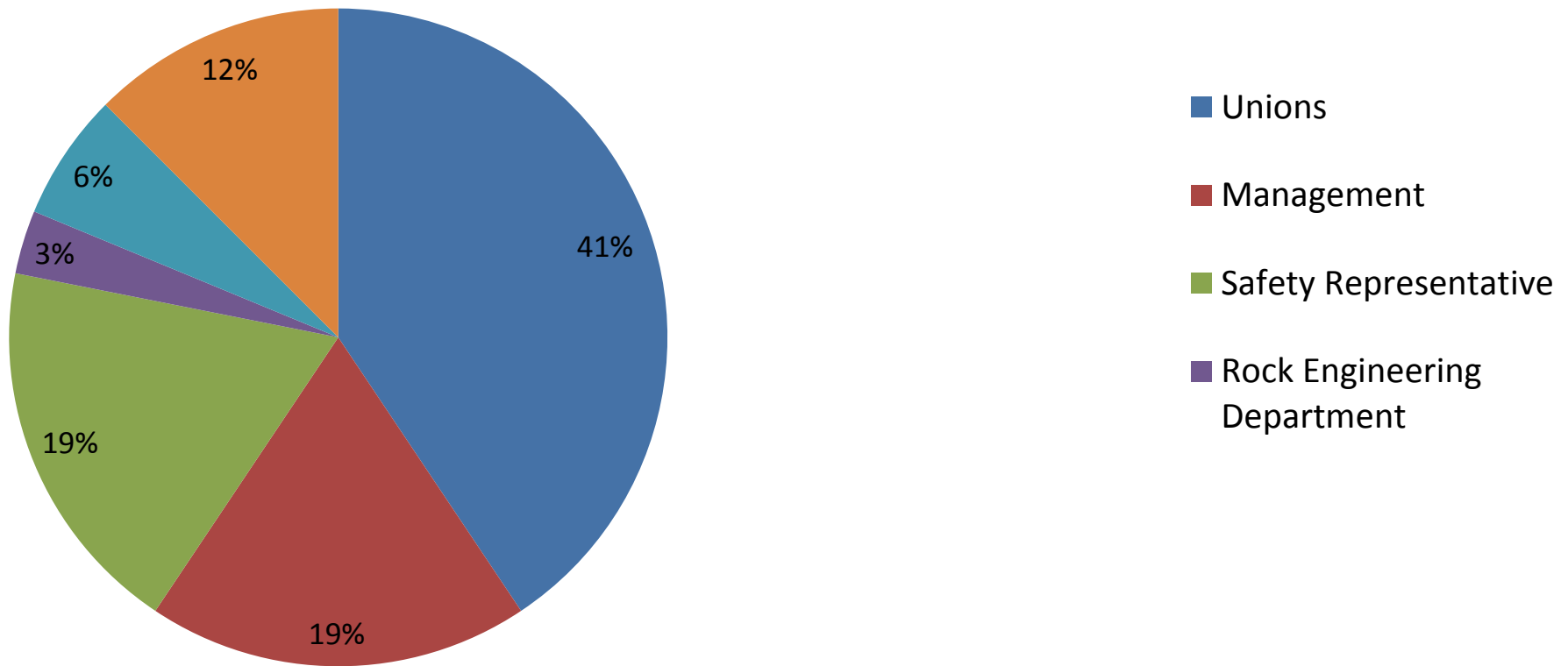
Practice	Phakisa adopted
In-stope netting and bolting	2012
Entry examination	2012
TARP	2014
Proximity Detection System (PDS);	2013

Practice	Phakisa adopted
Multi-filtration system	2012
Footwall sidewall treatment	2012
HPD TAS Tool Leading Practice	2013
Winch covers	2014
Continuous Real-time Monitoring of Airborne Pollutant Engineering Controls.	2015

- Resistance from involved employees
- Resistance from supervision
 - Production pressures
- Selection of suitable technology
 - Selection of nets
 - Selection of drilling equipment
 - Selection of controllers for LDIS
- Allocation of responsibility for maintenance of systems

- Resistance from involved employees
 - Introduced the system using the MOSH principles;
 - Did interviews and addressed the concerns of the workforce;
 - Took union members to other operations where the system was already successfully adopted
 - On the job training
 - Follow up interviews
 - Integrating the adopted LP or SLP into the existing system- PTOs, Check lists, inspection reports
- Resistance from supervision
 - Shared information
 - Involved in decision making
 - Developed leadership behavioral plans
 - Open channel communication

35. Which leaders in your mine would be most trusted by teams working to ensure safety related to falls of ground?



- Selection of suitable technology
 - Should comply to the specific Mine requirements
 - Should be cost effective;
 - Should be practical and easy to install.
 - Draw up procedures

- Allocation of responsibility for maintenance of systems
 - Allocate responsibility to specific individuals
 - Training
 - Draw up procedures
 - Follow up interviews and over inspections

What made Phakisa succeed?

- We took ownership at all levels – we are proud of what we are doing and we recognise teams for good performance/adoption
- After initial adoption, the process of MOSH DOES NOT stop! We Continued visiting the crews and interviewed them on how they were finding the leading practice. We used the feedback to refine the Leading practice and ensure sustainability
- Attendance of COPA meetings- learn from other adopters experiences
- The managers actively supports the adoption process on an on-going basis:
 - This was lead by the General Manager at Phakisa



“It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.”

**Nelson Mandela
(Statesman & African Leader)**