

MSAC – WORLD LEADING OHS ACTION PLAN

Purpose	Objectives
<ul style="list-style-type: none"> • Integrate MSAC priority programs into one strategic direction under the banner of “World-Leading OHS” that will contribute to industry achieving the Summit Vision. • This Action Plan integrates elements of: <ul style="list-style-type: none"> ○ Wran Mine Safety Review ○ Digging Deeper Action Plan ○ Health and Safety Action Plan ○ CEO OHS Culture Summit. • The Action Plan will consider and incorporate the needs of identified vulnerable worker groups – contractors & inexperienced workers. • The needs of small mines will also be considered and incorporated into the small mines strategy being implemented by I&I NSW Mine Safety Operations (MSO). 	<ul style="list-style-type: none"> • Work towards the Summit vision’s 11 points. • Implement Summit actions¹. • Set standards² and provide guidance & information on MSAC’s priority issues: <ul style="list-style-type: none"> ○ Fatigue ○ OHS culture; closing the disconnect through consultation and application of Associated Non-Technical Skills (ANTS) ○ Health management ○ Safety incentive schemes ○ Musculoskeletal disorders. • Consider the issues of vulnerable workers, specifically “contractors” and “inexperienced workers”. • Build capacity of industry to effectively manage the MSAC priority OHS risks through education and assistance programs. • Build capacity of I&I NSW to effectively support industry and unions. • Foster industry stakeholder participation in MSAC programs.

¹The Summit communiqué can be found on the I&I NSW website at <http://www.dpi.nsw.gov.au/minerals/safety/consultation/ceo-culture-change-summit>

²The term “standard” as by MSAC has a broad definition to include a wide range of documents within the regulatory framework and may mean legislation, regulation, Code of Practice, Guidance or information.

ACTIONS

Strategy	Action
<p><u>1. STANDARDS SETTING</u></p> <p>Wran recommendations: 1, 6-9, 21,29</p> <p>Digging Deeper Action Plan Priority Areas; 1,2,3,4</p> <p>Health and Safety Action Plan priority areas: MSD, Fatigue; Airborne contaminants</p> <p>CEO Summit Vision: 3 6,7,8</p>	
<p><u>Setting standards</u> on priority MSAC issues.</p>	<ul style="list-style-type: none"> • MSAC, in partnership with stakeholders, develops Fatigue standard.
	<ul style="list-style-type: none"> • MSAC, in partnership with stakeholders, develops Safety Incentive Schemes standard
	<ul style="list-style-type: none"> • MSAC, in partnership with stakeholders, develops: <ul style="list-style-type: none"> ○ Health management plan ○ Musculoskeletal disorders guide ○ Health Indices.
<p><u>2 LEAD INDICATORS TO CLOSE THE DISCONNECT</u></p> <p>Wran recommendations: 4,17,18,25, 6-9,30</p> <p>Digging Deeper Action Plan Priority Areas: 1,2,3,4</p> <p>Health and safety Action Plan Priority Areas: Fatigue, MSD, Contractors; Airborne contaminants, Vulnerable workers</p> <p>CEO Summit vision: 1,2,3,4,5,6,7,8,11</p>	
<p><u>Lead Indicators</u> to develop processes focusing on specific activities that provide a system to evaluate, review and monitor change.</p> <p>NB. This will be supported and complemented by assistance and education on specific issues.</p>	<ul style="list-style-type: none"> • I&I NSW in partnership with stakeholders, develops a “tool” that can be used to assess level of implementation of OHS systems as well as culture (including associated non-technical skills at all levels) This tool will be used to identify, measure and close the disconnect.
	<ul style="list-style-type: none"> • I&I NSW in partnership with stakeholders, develop culture baseline from Digging Deeper.
	<ul style="list-style-type: none"> • I&I NSW in partnership with stakeholders, develops systems baseline from MSO standard field audits.
	<ul style="list-style-type: none"> • I&I NSW in partnership with stakeholders, pilots “tool” across sectors and type / size of mine / quarry (10 sites chosen). Promote to National Mine Safety Framework.
	<ul style="list-style-type: none"> • I&I NSW in partnership with stakeholders, develops a program and implements it across all sectors at site level using a targeted strategy developed by the MSAC Working Group. The program will focus on using lead indicators to identify areas

Strategy	Action
	of improvement in OHS Culture and systems. This will enable specific assistance relating to priority areas including ANTS to be provided to close the disconnect.
	<ul style="list-style-type: none"> I&I NSW in partnership with stakeholders, conducts follow up to collect data to compare with Digging Deeper culture baseline and MSO systems baseline to enable benchmarking. Including examination and review report at an industry level.
	<ul style="list-style-type: none"> MSAC in partnership with stakeholders develop a strategy to address areas identified for further improvement at an industry level.
<p><u>3. TARGETED EDUCATION AND ASSISTANCE TO BUILD INDUSTRY CAPACITY& RECOGNITION OF GOOD PRACTICE</u></p> <p>Digging Deeper Priorities: 1, 2,3 & 4</p> <p>Wran Recommendations 6-9 (Health), 17&18 (Contractors), 29 (Consultation) & 26 Closing the disconnect –Promotion, education and assistance strategies and 30</p> <p>World-Leading OHS – Summit objective “Foster non-technical skills through education programs”</p> <p>CEO Summit visions: 3,4, 8 & 11</p> <p>Health and Safety Action Plan Priority Areas: MSD, Fatigue, Airborne contaminants; Contractors, Vulnerable workers</p>	
<p><u>Education & assistance on standards & OHSM (incorporating contractor management).</u></p> <p>These examples will be sought from industry through engagement strategies to be developed, such as round-table discussions & quality circles.</p> <p>NB. IAU to develop workshop process & advice or “How to” sheets on integration of risk management strategies for the hazard or issue into companies’ OHS management systems.</p>	<p><u>IAU/OHS Culture Working Party in partnership with stakeholders establishes criteria for “Good Practice”</u></p> <ul style="list-style-type: none"> Good Practice Case Studies development by MSAC in partnership with stakeholders, to identify and give recognition to good practice (by publishing information) with particular attention to examples that demonstrate incorporation of associated non-technical skills into: <ul style="list-style-type: none"> Consultation / Associated Non Technical Skills Contractor management Musculoskeletal disorders / health management Systematic OHS management Reviewing safety incentive schemes Fatigue. I&I NSW in partnership with stakeholders provides briefing session on new standards / issues to Industry, Unions and I&I NSW on: <ul style="list-style-type: none"> Fatigue Health

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<p>Linked to quality information strategy below that will co-ordinate development & production of required guidance, advice sheets etc.</p>	<ul style="list-style-type: none"> ○ Musculoskeletal disorders ○ Safety incentive schemes ○ Associated Non Technical Skills / consultation to close the disconnect <p>and discuss how to integrate these into OHS management system processes & activities. eg:</p> <ul style="list-style-type: none"> ○ Training & consultation activities, eg Induction, toolbox talks, supervisor training, Safe Work Practice information & training ○ Risk management activities, eg hazard identification & assessment activities, Job Safety Analysis, Safe Work Procedures & incident investigation, controls ○ Human resource activities eg performance appraisal, OHS roles & responsibilities, job descriptions, work plans, IR negotiations, employee development. <p>Taking advantage of existing industry forums for inclusion into the briefing session program.</p>
<p><u>Targeted assistance on site.</u></p>	<ul style="list-style-type: none"> ● Specific MDS/Health targeted assistance with Coal Services that will be integrated with general targeted assistance program. ● Targeted Assistance program developed and integrated with Lead Indicator Project – information products, one-on-one and workshops tailored to characteristics of operation and audience ● Protocol or methodology for identifying target groups developed in partnership with stakeholders ● Special characteristics/needs of vulnerable worker groups including contractors, new workers and older workers to be addressed
<p><u>4. COMPETENT PEOPLE</u></p> <p>World Leading OHS - Fostering Associated Non-technical Skills</p> <p>CEO Summit Visions 3,4,8,11</p> <p>Digging Deeper Action Plan Priority Areas: 1,2,3,4</p> <p>Wran recommendations: 6-9, 20,30</p>	
<p><u>Promoting competence at all levels.</u></p>	<ul style="list-style-type: none"> ● Building on the outcomes of the CEO OHS Culture Change Summit, MSAC, in partnership with stakeholders, to engage Competence Boards to consider developing a discussion paper on OHS culture competencies on Associated Non-Technical Skills for coal and metaliferous and extractives competence boards: <ul style="list-style-type: none"> ○ Relating construction OHS culture competencies to mining and how they may be measured and implemented ○ Relating leadership and CPD

Strategy	Action
<p>Linked to quality information strategy.</p> <p>Linked to Communications & Marketing strategy.</p>	<ul style="list-style-type: none"> ○ Statutory positions. ● This discussion paper will be considered during the development of the Associated Non Technical Skills industry project as part Strategy 6.
	<ul style="list-style-type: none"> ● I&I NSW, in partnership with stakeholders, to develop high-quality information sheets for sites on (fatigue, consultation, health and OHS management) regarding clarity of roles at different levels for use during education, assistance and marketing strategies.
	<ul style="list-style-type: none"> ● I&I NSW, in partnership with stakeholders, to promote the skills, knowledge required to manage fatigue (including roster development practices), consultation, safety incentive schemes, health, musculoskeletal disorders standards, the value of ANTS and the benefits of doing so as part of marketing strategy by I&I NSW, in partnership with employers' groups and unions: <ul style="list-style-type: none"> ○ Web-based hard copy ○ Coaching and advice on site ○ Industry workshops ○ Employer and Union networking opportunities ○ Promoting identified good practice.
	<ul style="list-style-type: none"> ● Stakeholders to develop strategies to provide opportunities for skill and competency development. ● I&I NSW continue with Electrical, Mechanical engineering and Check Inspectors conferences.
<p>5. CAPACITY BUILDING OF STAKEHOLDERS (To be integrated into other strategies)</p> <p>Wran Recommendations 24, 25, & 27</p> <p>CEO Summit Vision points 6& 7</p>	
<p><u>Build Capacity</u> of I&I NSW, Unions and stakeholders to support culture change</p>	<ul style="list-style-type: none"> ● I&I NSW to provide briefing sessions on new standards as part of the briefing sessions programmed in the education and assistance strategy for industry: <ul style="list-style-type: none"> ○ I&I NSW MSO ○ Check Inspectors. ● Inspectors and Industry Assistance Unit working together onsite as part of programmed work to facilitate exchange of knowledge/skills & deliver quality advice & assistance. ● I&I NSW, in partnership with of stakeholders, to develop agreed protocols for assessing culture change on site.

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	<ul style="list-style-type: none"> • Use coal sector as pilot with Companies and Industry Check Inspectors when surveying employee perceptions.
	<ul style="list-style-type: none"> • I&I NSW staff / Check Inspectors / delegates / OHS Committee Chairs participate in change management workshops (in conjunction with participants from industry at all levels).
<p>6. ASSOCIATED NON-TECHNICAL SKILLS (to assist in closing the disconnect)</p> <p>World Leading OHS – Summit Objective “Promote the Value of Non-Technical Skills” and driving culture change;</p> <p>CEO Summit Vision: 2, 3,9</p>	
<p><u>Foster and Promote the value of Associated Non-Technical Skills.</u></p> <p><u>Link to quality information strategy, lead indicators strategy and advice & assistance strategy supporting standards implementation.</u></p>	<ul style="list-style-type: none"> • Building on the Summit outcomes, MSAC to develop information (extracted from the Digging Deeper Report) to support the marketing strategy to promote Summit outcomes on value and usefulness of ANTS: <ul style="list-style-type: none"> ○ Vision including context for the Summit’s key 11 points and need for change ○ Principles to close disconnect: <ul style="list-style-type: none"> ➢ Commitment ➢ Organisational justice ➢ Trust ➢ Role clarity to promote participation and ownership ➢ Role of ANTS ➢ Supervisor support. • Write up advice sheet for organisations outlining information gathered at “Future Inquiry Workshops” conducted as part “Digging Deeper” describing characteristics and behaviour/actions of “Pro-active” sites. <hr/> <ul style="list-style-type: none"> • Building on the CEO OHS Culture Change Summit, MSAC develops a general industry discussion paper on usefulness of Associated Non-Technical Skills, in consultation, by January 2010. • Note: This paper forms a bridge between the initial information paper based on the summit vision information paper and the proposed engagement of the Competence Boards. MSAC to develop strategy on the role of Associated Non Technical Skills in closing the disconnect for implementation from January 2010 – June 2011. This will address feedback to the General and Competencies specific (developed in strategy 4) discussion papers. <hr/> <ul style="list-style-type: none"> • Information to support marketing strategy by giving papers at Minerals Council OHS Conference in 2009/2010/2011 reporting

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	<p>progress with lead indicators strategy.</p> <ul style="list-style-type: none"> • Building on the CEO OHS Culture Change Summit, I&I NSW, in partnership with stakeholders, to conduct change management workshops, to assist industry stakeholders in managing OHS culture change. <ul style="list-style-type: none"> ○ Site Management / OHS managers / supervisors / employees ○ Check Inspectors, Union delegates / officials, OHS Committee ○ I&I NSW. <p>Note: The Workshops will examine how to address barriers to implementing culture change strategies in mining. This may involve a series of workshops that include projects at the workplace.</p>
<p><u>7. MARKETING WORLD-LEADING OHS CULTURE TO THE INDUSTRY, MINE WORKERS & COMMUNITY</u></p> <p>Digging Deeper Action Plan: Priority 5 – Information Strategy</p> <p>World Leading OHS: Educating communities and CEO Summit review</p> <p>Summit Vision points 6, 9,& 10</p>	
<p><u>Marketing Strategy to Communicate MSAC and it's activities.</u></p> <p>Information strategy linked to advice & assistance strategy on standards, non-technical skills & lead indicators strategy.</p> <p><u>Web based.</u></p>	<p><u>Access to high quality OHS information</u></p> <ul style="list-style-type: none"> • To support the Lead Indicator Project, I&I NSW in partnership with stakeholders to develop high-quality: <ul style="list-style-type: none"> ○ guidance on how sites integrate standards into systems, including appropriate material for induction, toolbox talks, OHS Committees and Safety Reps ○ self-assessment tool and advice sheets on selected OHS system elements to support effective implementation to close the disconnect, including: <p>advice sheets for Human Resources on incorporating OHS ANTS into position descriptions and performance appraisal.</p> <p><u>Communication & Promotion</u></p> <ul style="list-style-type: none"> • MSAC in partnership with stakeholders to provide opportunities to share experience: <ul style="list-style-type: none"> ○ Sponsor NSWMC OHS Conference and OHS Forum ○ Sponsor CCAA Environment & OHS Awards <p>Sponsor CFMEU and AWU Handbooks.</p> <ul style="list-style-type: none"> • I&I NSW in partnership with stakeholders to develop and promote information on how and where to access high-quality OHS information / advice, including need for appropriate resourcing of OHS (Government, Employer and Union organisations,

Strategy	Action
	Coal Services etc.).
	<ul style="list-style-type: none"> • I&I NSW to continue running Electrical/Mechanical engineering and Check Inspector Conferences and include Associated Non-Technical Skills in the program.
	<ul style="list-style-type: none"> • I&I NSW in partnership with stakeholders to promote to professional OHS associations and certified practitioners through high-quality information sheets and web based strategy eg: <ul style="list-style-type: none"> ○ Human Factors and Ergonomics Society of Australia ○ Australian Institute of Occupational Hygienists ○ Safety Institute of Australia ○ College of Occupational Physicians ○ Coal Services ○ Unions ○ Employer groups.
	<p><u>Marketing Strategy</u></p> <p>MSAC in partnership with stakeholders to develop a marketing strategy:</p> <ul style="list-style-type: none"> • Market banner of World-Leading OHS and new standards, value of non-technical skills and culture change, good industry practice • Marketing MSAC so that it is seen as a credible and authoritative body by industry on OHS in mining.
	<p><u>Community Awareness strategy to be developed and implemented by CEO OHS Culture review event:</u></p> <ul style="list-style-type: none"> • Engage with NSW WorkCover regarding its marketing strategy • MSAC outreach at regional meetings • Provide information for stakeholders to use when communicating with communities within which they operate, eg materials for libraries, community centres • Provide information for stakeholders (including I&I NSW) to incorporate into their web pages on the education resource sections for schools • Information to piggyback on existing education strategies • Target regional networks in mining areas to address issues (eg. General Practice networks via stakeholder groups, including I&I NSW)

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	<ul style="list-style-type: none"> • Integrate with world-leading marketing strategy • Focus education on families and children
<p>8. FOLLOW UP</p> <p>Digging Deeper Priorities: 1,2,3,4</p> <p>Wran recommendations: 4,17,18,25</p> <p>CEO Summit review event</p>	
<p><u>Follow-up Monitoring.</u></p>	<ul style="list-style-type: none"> • I&I NSW to follow up using I&I NSW assessment tool to benchmark against baseline developed from Digging Deeper, MSO audit information on fatigue, consultation, health, musculoskeletal disorders, and safety incentive schemes. This is implemented through the Lead Indicators Project. • CEO OHS Culture Change summit review. (Due to the nature of the issues/projects addressing culture change additional time will be required to demonstrate industry change and therefore the Summit should be viewed as an interim review point and not a final review) • Industry and unions to report back on progress in reviewing the usefulness and impact on OHS of production bonuses and safety incentive schemes. • MSAC through PMTG to examine macro- and micro-performance measures and examine and recommend appropriate measures and reporting to industry on safety and health. PMTG must be linked with changes in performance measures resulting from Lead Indicators project. • MSAC to promote its work on standards, good practice and performance measures to National Mine Safety Framework • Develop and promote data set for investigating fatigue for use by industry and inspectors. Report progress to MSAC. • Smart Card • Employer groups and companies to encourage existing smart card providers to have systems that interconnect and report progress to MSAC through NSWMC and CCAA within agreed timeframe.

Glossary

ANTS	Associated Non Technical Skills	MSAC	Mine Safety Advisory Council
AWU	Australian Workers Union	MSO	Mine Safety Operations
CCAA	Cement Concrete and Aggregates Association	I&I NSW	Industry & Investment NSW
CEO	Chief Executive Officer	NSWMC	NSW Minerals Council
CFMEU	Construction Forestry Mining and Energy Union	PMTG	Performance Measures Task Group
Comms	Communications Unit	standard	The term “standard” as used by MSAC has a broad definition to include a wide range of documents within the regulatory framework and may mean legislation, regulation, Code of Practice, Guidance or information.
IAU	Industry Assistance Unit		
OHS	Occupational Health and Safety		