

“Supervisors”

**The most important member
of your management
structure?**

**Small Mines Safety Roadshow
February – April 2022**



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Learning Outcomes

- What is a supervisors role?
- What makes a good supervisor?
- How did you select your supervisor(s)?
- Have you explained the requirements and expectations of the role?
- What training have you given your supervisor(s)?
- Why may a supervisor allow unsafe acts?
- What can go wrong when supervision is inadequate?



What does the legislation say?



Primary Duty of Care – *Work Health and Safety Act 2011 (section 19)*

A PCBU (mine operator) must ensure, so far as is reasonably practicable ...

(3) (f) the provision of any information, training, instruction or supervision that is necessary to protect all persons from risks to their health and safety arising from work carried out as part of the conduct of the business or undertaking, and

What does the legislation say? continued



Content of safety management system - *Work Health (Mines and Petroleum Sites)Regulation 2014, clause 14*

The safety management system (SMS) document for a mine or petroleum site must set out the following ...

(1) (d) (iv) the positions within the management structure that have **responsibility for the management of work health and safety** at the mine or petroleum site (including mining supervisors) and the names of the relevant persons,

(k) the arrangements in place for the **supervision needed to protect workers** and other persons at the mine or petroleum site from risks to their health and safety from work carried out at the mine or petroleum site,

What is a supervisor's role?

The supervisor's overall role is to **communicate organisational needs**, oversee employees' performance, provide guidance, support, identify development needs, and manage the reciprocal relationship between staff and the organisation so that each is successful.

**Planning, organising, leading, consulting,
monitoring**

Quarry Manager - statutory function

Statutory function description

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Quarry manager of mines other than underground mines or coal mines

Introduction

Type	Details
Name of the statutory function	Quarry manager
Class of mine	Mines other than underground mines or coal mines
Key statutory function?	Yes
Mining Supervisor?	Yes

Statutory functions are certain safety-critical roles in the mining and extractives industry that are regulated by the department. This document has been developed for people who exercise specific statutory functions to help them understand their duties, key relationships, tasks and work practices. Schedule 10 of the Work Health and Safety (Mines and Petroleum Sites) Regulation 2014 (WHS (M&PS) Regs 2014) regulates statutory functions.

This document will:

- inform you of what exercising your function involves
- help mine operators and you to develop training or programs to support your competency
- assist mine operators to develop their safety management system, including management arrangements
- guide mine operators and you when identifying maintenance of competence learning to be undertaken.

Please note, a list of [key terms](#) and [legislative provisions](#) can be found at the end of this document.

Guidance on statutory function

Extract from the WHS (M&PS) Regs 2014, Schedule 10, Part 5, clause 31:

- (1) The statutory function of quarry manager is to supervise mining operations at the mine, and
- (2) The requirement for nomination to exercise the statutory function is that the individual nominated must hold a current practising certificate that authorises the exercise of the statutory function.

Exercising the function

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An individual exercising the function should:

- **access**, understand, apply and monitor the relevant parts of the safety management system, including principal hazard management plans and principle control plans
- **source** and apply current knowledge in the management of work health and safety risks that are relevant to mining operations
- **lead** the management of risk, including risk assessment processes and in particular those involving principal hazards
- **develop**, apply and monitor risk controls
- **maintain** the currency of standards and procedures applied under the safety management system
- **implement** training, instruction and assessment of workers, including any supervisors
- **facilitate** work health and safety consultation, coordination and cooperation activities
- **investigate** incidents
- **conduct** and monitor workplace inspections to identify hazards and check risk controls are in place
- **report** to the mine operator any deficiencies or significant deviations from the safety management system
- **supervise** by providing general supervision and direct supervision of mining operations (refer to [key terms](#)) as required by the safety management system.

During shift how does your supervisor achieve this?

- Supervision (direct & indirect)
- Inspections
- Implement (lead) risk management
- Implement controls from PHMP & PCP
- Lead pre shift meetings and toolbox talks
- Mentor and instruct
- Communicate and consult
- Manage contractors
- Plan and organise resources
- Apply emergency plan
- Report and document
- Monitor and review



What makes a good supervisor?

- Good communication skills
- Strong leadership skills
- Good knowledge of tasks
- Passionate & influential
- Fair and consistent
- Team player
- Accountable and willing to accept responsibilities
- Ability to mentor others
- Organised and disciplined
- Motivational
- Empowers people
- Works with trust and integrity
- Good record keeping skills
- Focused on improvement



This guide has been endorsed by the Mining and Petroleum Competence Board and approved by the Department of Industry as a guide for examining ANTS for certificates of competence, for example those appropriate for consultation.

Examination panels will refer to the ANTS competencies matrix below as a guide when assessing ANTS for certificates of competence. This may include questions being developed for the oral examination based on the competencies listed for the type of certificate of competence, possibly referring to scenarios.

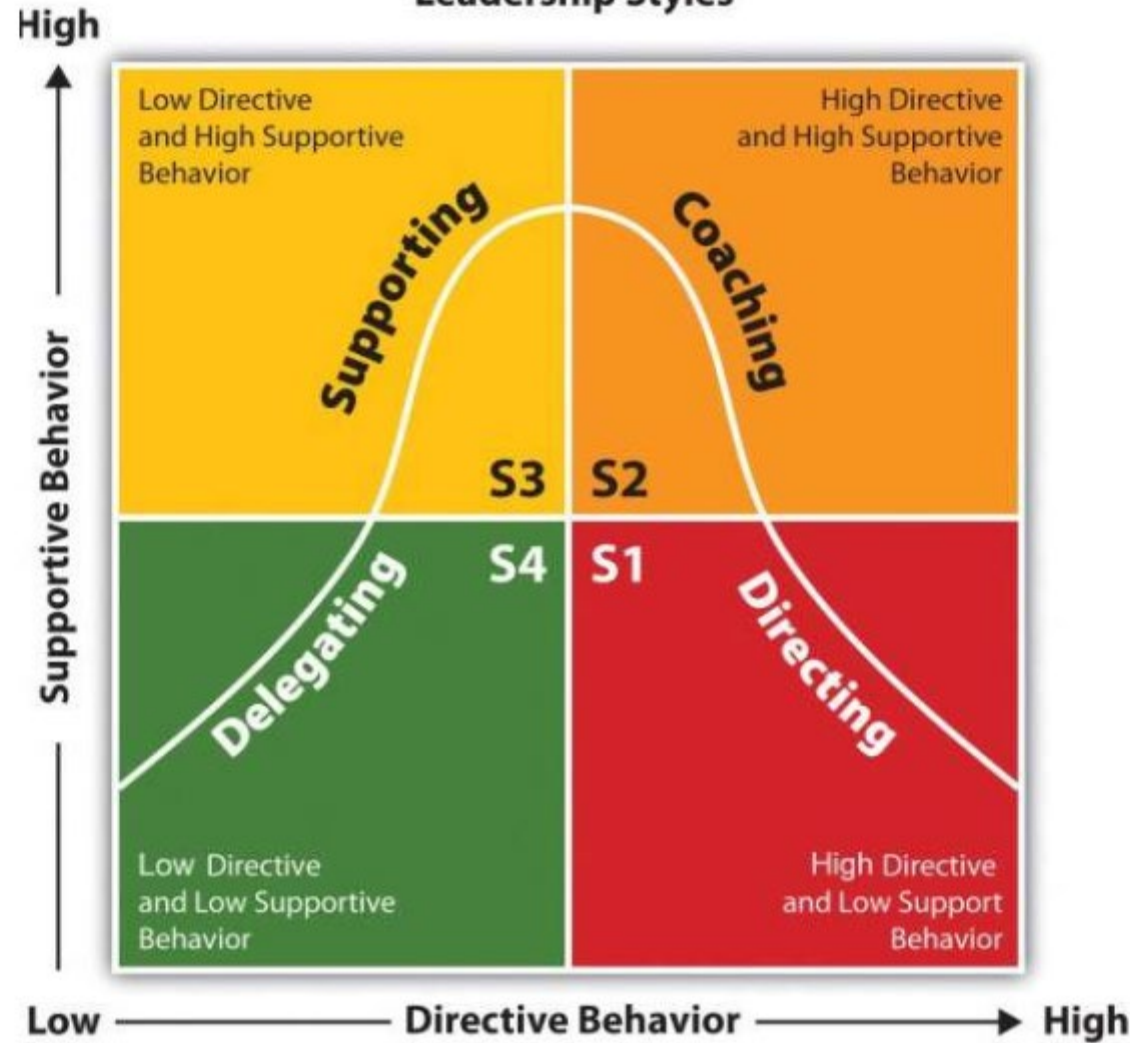
The table is based on the learning outcomes of the ANTS Action Learning Program for supervisors developed by the department.

Category	LEVEL 1		LEVEL 2	LEVEL 3		
	Sound/Competent		Adept/Capable	Advanced/Expert		
Mines other than coal	Underground supervisor		Quarry manager – restricted (production manager Permit)	Mining engineering manager – Underground, Electrical engineer (> 1000 kW or high voltage)		Quarry manager
Coal mines	Open cut examiner	Deputy	Undermanager	Electrical & mechanical engineer and engineering manager	Mining engineering manager - underground	Mining engineering manager – other than underground
Key stakeholder engagement	Within area of responsibility with workers, middle managers / supervisors, contract workers		Within area of responsibility with workers, supervisors, senior managers, contractors on site and government officials on site	Whole of mine approach and outside the mine with corporate entities, contracting companies, communities, union officials and government agencies		
Leadership	The candidate will demonstrate: <ul style="list-style-type: none"> using authority and influence to implement the plan for the work group maintaining standards in their area of responsibility planning and prioritising work within their work group 		The candidate will demonstrate Level 1 abilities and: <ul style="list-style-type: none"> using authority and influence to implement the shift plan implementing and maintaining standards in their area of responsibility planning and prioritising work across the mine site 	The candidate will demonstrate Level 1 and 2 abilities and: <ul style="list-style-type: none"> using authority and influence to implement the mine safety management system, both for internal and external stakeholders establishing standards across the mine planning and prioritising work across the mine area under their control managing workload and resources 		
Decision making	The candidate will demonstrate: <ul style="list-style-type: none"> a systematic risk based approach to decision making an understanding of their level of authority 		The candidate will demonstrate Level 1 abilities and: <ul style="list-style-type: none"> using a variety of systematic risk based decision making processes understanding their level of authority 	The candidate will demonstrate Level 1 and 2 abilities and: <ul style="list-style-type: none"> establishing a decision making framework for others understanding their level of authority 		
Team work	The candidate will demonstrate: <ul style="list-style-type: none"> exchanging information to safely 		The candidate will demonstrate Level 1 abilities and;	The candidate will demonstrate Level 1 and 2 abilities and;		

Assessing Associated Non-Technical Skills (ANTS) competencies for certificates of competence

Category	LEVEL 1	LEVEL 2	LEVEL 3
	<ul style="list-style-type: none"> complete the work plan coordinating activities to achieve the work plan supporting others to ensure that they are working in a safe and productive manner their ability to resolve conflict in their team 	<ul style="list-style-type: none"> exchanging information to safely complete the shift plan coordinating activities to achieve the shift plan 	<ul style="list-style-type: none"> providing support to the management team that promotes a team culture
Communication	<p>The candidate will demonstrate:</p> <ul style="list-style-type: none"> effective communication with team members that ensures comprehension by both parties of the tasks, hazards and controls ability to ensure shared understanding of tasks and the hazards associated with the work environment how to communicate the work plan listening skills two way dialogue for understanding/comprehension 	<p>The candidate will demonstrate Level 1 abilities and</p> <ul style="list-style-type: none"> communicating the work plan across multiple work groups 	<p>The candidate will demonstrate Level 1 and 2 abilities and</p> <ul style="list-style-type: none"> communicating complex message to multiple groups & levels communication: planning message to ensure: <ul style="list-style-type: none"> message understood, and across all groups identify and address barriers to communication
Situation Awareness	<p>The candidate will demonstrate:</p> <ul style="list-style-type: none"> understanding of changing work environment and the need to adjust work plan as required using and being able to gather information that enables them to make decisions based on risk within the work group environment, from the following sources: <ul style="list-style-type: none"> workers monitors/gauges visual assessment focusing on the here & now, with up to a 24 – 48 hours timeframe eg. airborne contaminants 	<p>The candidate will demonstrate Level 1 abilities and</p> <ul style="list-style-type: none"> the ability to understand their own situation and the situation assessment by others assessing the here & now but with projection into the near future, with a week to 2 weeks out timeframe eg. airborne contaminants 	<p>The candidate will demonstrate Level 1 and 2 abilities and</p> <ul style="list-style-type: none"> retaining an overview of the entire mine drawn from multiple sources on a daily basis gathering information for impact over 12 months to 5 year focus 'long term' eg. need for air management plan and strategy reviewing information

Leadership Styles



How did you select your supervisor?

- Proven performance?
- Length of service?
- Working association?
- Friend/buddy?

- Last person standing?



Were you looking for the characteristics we have listed?

Have you explained the duties of the role?

- Role description?
- Does it include expectations?
- Does it include WHS obligations?
- Have you discussed the standards that you expect?
- When was the role description last reviewed?
- Have you discussed the supervisors performance?



What training did you give your supervisor?



Safety and the Supervisor

Developing Frontline Leadership Skills to Improve Safety



On-demand webinar

Safety and the Supervisor: Developing Frontline Leadership Skills to Improve Safety

Supervisors are the bridge between organizational directives and on-the-ground operations. Their skills and knowledge are critical to a seamless flow of information in both directions and to their organization's safety success. This webinar offers EHS managers and company executives actionable advice on improving safety through leveraging the role of frontline leaders.

Watch now



Why may a supervisor allow unsafe acts?

- Lazy !!!
- Fear of retribution
- Fear their job will become harder (more work required)
- Pressure from mine operator
- Unsure of authority
- One of the boys (loss of friendship)
- Assume it is someone else's duty
- Conflict of interest (family & friends)
- **Production, production, production ?**



What does the audience think about the following statement ?



The majority of process and personal incidents, injuries and accidents are caused by unsafe acts and behaviours, **not** conditions and equipment ?

Inadequate task supervision

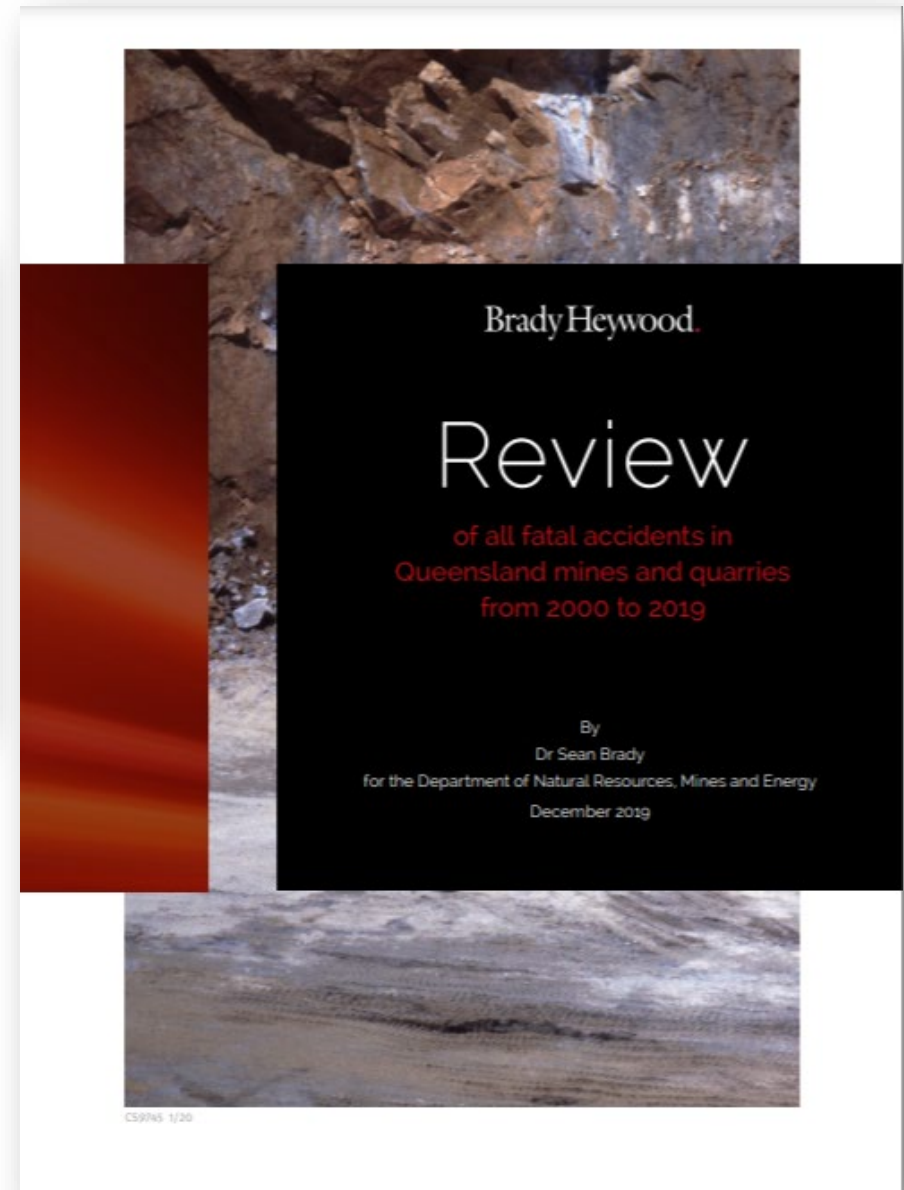
Recommendation 4: The industry needs to focus on ensuring workers are appropriately supervised for the tasks they are undertaking.

In 32 of the 47 fatalities, the worker was required to be supervised when undertaking the task, i.e., the 32 did not include routine tasks, such as driving. 25 of these 32 fatalities involved inadequate or absent supervision.

17 of the fatalities involved a lack of training or inadequate training for the specific task being undertaken and inadequate or absent supervision.

Not only does absent or inadequate supervision allow tasks to be approached in an unsafe manner, but it also greatly amplifies the consequences of a lack of training or ineffective or unenforced controls.

“ Not only does absent or inadequate supervision allow tasks to be approached in an unsafe manner, but it also greatly amplifies the consequences of a lack of training or ineffective or unenforced controls.”



Training supervisors is regarded as a key issue in accident prevention – WA Fatality Review

The WA Fatality Review also highlighted major deficiencies in supervision. From analysis of the 52 fatalities which occurred during this time period, it was found that '44 per cent of fatal accidents occur under the supervision of a person in their first year in the role, with 6 per cent in the first month'⁴³.

The WA Fatality Review further found that almost 'a quarter of fatalities involved a supervisor in their second and third year in the role' and overall '68 per cent of fatalities occurred during the supervisor's first three years in the role'⁴⁴. The WA Fatality Review recommended in its Areas for Improvement that the 'training of supervisors is regarded as a key issue in accident prevention'⁴⁵.

The WA Fatality Review concluded that this data 'shows that new and inexperienced workers are at particular risk' and required 'close supervision' and adequate safety training⁴⁶.

Notifiable incidents – relationship with PHMP's & PCP's

Reporting sector	Clause PH/PCP Mapping	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	Grand Total
Small mines	* Not applicable to Clause	11	8	14	17	8	58
	Air quality or dust or other airborne contaminants	9	6	1	5	11	32
	Electrical Engineering Control Plan		2		1		3
	Explosives Control Plan	2		1	3	1	7
	Fire or explosion	8	3	1	1	2	15
	Ground or strata failure					2	2
	Inundation or inrush of any substance				1	1	2
	Mechanical Engineering Control Plan	2	7		2	1	12
	Roads or other vehicle operating areas	7	8	4	7	1	27
	Total		39	34	21	37	27

Not all incident notifications map to a PH or PCP



Are your supervisors involved !



Are supervisors familiar with:

- Safety Management System
- PHMP
- PCP
- SWMS
- Australian Standards
- Etc...

Don't develop bad habits! (Walk the Talk)



Resources Regulator assessments identify repeated control failures



info@coastalquarryproducts.com.au 2410

ALL MOBILE PLANT OWNER: CQP

OPERATOR PRE-START CHECKLIST

Date: 15/5/19 HRS or KMS: 26,907 Type: LISDE

Check Radiator Fins and Water Level	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Check Tyres	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Test Hydraulics Operation	<input checked="" type="radio"/> Yes / <input type="radio"/> No
Engine Oil Level	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Check Visual Oil / Fuel Leaks	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Test Brake Effectiveness	<input checked="" type="radio"/> Yes / <input type="radio"/> No
Check for Engine Oil Leaks	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Test all Warning Systems	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Drain Air Tank	<input checked="" type="radio"/> Yes / <input type="radio"/> No
Check Fuel Level	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Check Operation all Gauges	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Undercarriage Condition OK?	<input checked="" type="radio"/> Yes / <input type="radio"/> No
Check Air Cleaner Indicators	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Test all Lights	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Track Tension OK?	<input checked="" type="radio"/> Yes / <input type="radio"/> No
Check Hydraulic Oil Level	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Check Fire Extinguisher	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Track Condition OK?	<input checked="" type="radio"/> Yes / <input type="radio"/> No
Check Transmission Oil	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Clean Cab / Windscreen	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Attachments OK?	<input checked="" type="radio"/> Yes / <input type="radio"/> No
Test Steering	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Test Horn Operation	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Check Steering - Emergency	<input checked="" type="radio"/> Yes / <input type="radio"/> No
Check Brakes - Emergency	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Check Brakes - Park	<input checked="" type="radio"/> Yes / <input type="radio"/> No	Check Rims, Wheel Nuts and Studs	<input checked="" type="radio"/> Yes / <input type="radio"/> No
Check Seat Belt and its Operation	<input checked="" type="radio"/> Yes / <input type="radio"/> No				

Defects must be reported to the SHIFT FITTER immediately

Defects (if any): _____

Defects assessed / rectified by: _____ (Shift Fitter)

Operator: Beavis

Operator's Signature: B. White

Card checked and all defects have been rectified

Signed: B. White (Mechanical Superintendent)

Date & Time: ___/___/___ am/pm

NOTE: SAFETY IS ALWAYS A DOUBLE CHECK ✓✓

Basic controls not maintained



And the list goes on !!!!!

- Missing
- Damaged
- Not in compliance date
- No identification signage
- Located incorrectly



Where to from here?

- Require all **managers** and **supervisors** to draw a personal line in the sand of what they will accept.
- It is a journey that does not end
- Will not happen without leadership
- Focus on 'unsafe acts'



**“REMEMBER THE STANDARD YOU WALK
PAST IS THE STANDARD YOU WILL GET “**



Supervisors

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