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MODERN MINING: HIGH-TECH AND SAFER THAN EVER!

Nowadays a miner's most important tools are a joystick or tablet, which are used to control everything from drilling and blasting in underground cavities, to loading and crushing the mined ore. And mines are safer than ever before ... well, certainly in Sweden that is!



CHARLEEN CLARKE

Earlier this year, I attended HSE Excellence Europe, a brilliant health and safety conference in Frankfurt. It was a superb event, and I met many fascinating people there. Per Renman, group safety director at Boliden in Sweden, was one; he really opened my eyes when it comes to modern mining techniques in that country. Incredibly, they are now making use of drones and Wi-Fi!

Improved technology obviously means efficiency benefits, but these moves are being made in order to improve safety, too. Like many other Swedish companies, Boliden is obsessed with safety. It needs to be; its core competences are within the fields of exploration, mining, smelting and metals recycling. Some of those can be quite hazardous.

Boliden operates six mining areas and five smelters in Sweden, Norway, Finland and Ireland. It has a total of approximately 4 900 employees and, according to CEO, Lennart Evrell, too many employees and contractors continue to be injured at work. "We can never accept that," he insists.

Renman agrees. "Boliden has come a long way, but, to achieve our objective of an accident-free workplace, we have to work even harder on the human factor," he says.

Some 40 years ago, the mining industry topped

accident statistics for Swedish workplaces. Since then, conscious efforts in terms of personal safety and technology have led to many of the most dangerous manual work processes being abandoned, while physical protection has been introduced to eliminate the risk of collapse and similar dangers.

"Today, statistically speaking, it is no more dangerous to work in mines, or at smelters, than any other workplace. The transport industry, the agricultural sector and the construction industry, for example, all have considerably higher accident figures," says Renman.

However, he does point out that you should never lose respect for the risks associated with handling large material flows, heavy machinery, chemicals and, in some cases, high temperatures.

At Boliden's facilities, continuous technical improvement of machinery and equipment has led to innovations such as more efficient ventilation systems and an option to remotely control underground machinery, as well as better flameproof protective clothing for hot work and a more reliable communications system using radio and mobile telephony.

"Overall, the transition from heavy physical labour to automated machine work has contributed enormously to reducing the number of risks and serious accidents.





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We have also introduced explicit procedures, a work environment management system and improved information, which have further increased the level of safety. However, the most difficult step, which we are still working hard on, is behaviour-based safety," says Renman, explaining that the starting point for these efforts is understanding that the majority of incidents that occur today have a strong link to the human factor.

Tiredness and stress can, for example, cause employees to take short cuts – and, in some cases, disregard regulations and protective equipment – with the best of intentions; for instance, keeping production going.

"However, safety comes before all else. Anyone experiencing the least doubt about an element of their work should always stop what they're doing, so as not to expose themselves or others to risks. This is an important aspect of the strong safety culture we are currently

safety and profitability. If you cannot manage work environment issues, then you won't be able to run a business that is sustainable in the long term. There are no short cuts to an accident-free workplace," he insists.

MACHINES REPLACE PEOPLE

One of the ways in which Boliden is striving for an accident-free future is via the introduction of automation. "Modern mines are becoming increasingly



promoting throughout the company," says Renman.

He emphasises the importance of involving all employees in this work and explains that, fundamentally, it is about being considerate towards one another. Under a common slogan, BSafe, Boliden is encouraging all employees and contractors working at the company's facilities to report risky situations as soon as they are identified.

In addition, all incidents are to be reported and the underlying causes analysed in order to constantly identify new risks and avoid similar incidents happening again. Renman points out that Boliden's active preventive risk work has been given the highest priority for a number of reasons.

"Everyone is entitled to a safe and healthy work environment. There is also a direct link between good

digitised. The most utopian image of a future mine is void of any human activity; instead there are only machines controlled remotely from somewhere else, which could, in principle, be anywhere in the world. No one knows if this will really happen, but what is certain is that mine production will be safer, cheaper, more efficient and more environmentally friendly," Renman reports.

Boliden is currently investing in wireless networks and advanced positioning technology that will make the company's mines some of the safest, most modern and most productive in the world. "Increased automation also means that, in the future, ore can be mined at greater depths, which is becoming increasingly important because that is where tomorrow's ore deposits are located," he notes.

Remote control and automation will have a profound effect on safety. "Safer access-control procedures using positioning will make work easier, and, if an accident does happen, it will be possible to communicate with personnel and guide them to the nearest rescue chamber. The fact that machines can now be controlled remotely will enable personnel to work at a distance to a much greater extent, including from control rooms above ground," Renman points out.

The working environment is getting better all the time, too. "Air quality in the mines is constantly monitored and automated solutions provide scope for developing ventilation further still, which saves money and improves the work environment down in the mine. In the event of a fire, it will also be possible to control the ventilation in order to shorten the duration



Centre for Business Management



PROGRAMME IN SAFETY MANAGEMENT (72435)

This course focuses on the science of Safety Management and the safety responsibilities of both line managers and staff safety practitioners. This programme introduces line managers and safety practitioners to the very basics in safety management. Such basics comprise the sciences of safety management and the roles of line and staff functionaries pertaining to safety risk assessment, safety management in industry and the analysis of safety incidents.

The focus and contents of the programme is unique in the sense that it prepares both managers and safety practitioners for performing their roles and functions on a professional and scientific basis. The programme focuses on meeting the needs of line managers and staff safety practitioners in achieving their legal responsibilities and professional accountability in making the workplace and the work procedures as safe as possible for all involved.

MODULES:

- Introduction to Safety Management (PSMP015)
- Assess Safety Risk (PSMP026)
- Manage Safety in the Workplace (PSMP038)
- Analyse Safety Incidents (PSMP049)

REGISTRATION DATES

December - February

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R6 600

COURSE DURATION:

12 Months
NQF level 6, Total 48 credits

ADMISSION REQUIREMENTS:

A Senior Certificate, equivalent qualification or appropriate experience.

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PROGRAMME IN ADVANCED SAFETY MANAGEMENT (76914)

This course focuses on a broader view of Safety Management and the safety responsibilities of both line managers and staff safety practitioners. This programme investigates the advanced elements of safety management. These elements include the management of safety culture, the role and importance of safety supervisors, system safety engineering and the system safety programme plan; the importance of managers in safety and a more advanced understanding of hazards.

MODULES:

- Managing Safety Culture (APSM01N)
- Safety Supervisor (APSM02M)
- Safety Systems (APSM03O)
- Design for Safety (APSM04P)

REGISTRATION DATES

December - February

FEE:

R7 500

COURSE DURATION:

12 Months
NQF level 7, Total 48 credits

ADMISSION REQUIREMENTS:

A Senior Certificate, equivalent qualification or appropriate experience and completed Programme in Safety Management (PSMP) with the Centre for Business Management.

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LEFT:

Drones are being used both above and below ground in mining operations.

of the fire and reduce the risk of it spreading. Constant machine monitoring can also help to improve control of maintenance work and provide better feedback to the operators about how work is progressing," he reveals.

Much of this innovation is thanks to the incorporation of technology – Wi-Fi, for instance. Take Kristineberg, the oldest active mine in the Boliden area, while it's long in the tooth, it's anything but antiquated; in fact, it's one of Boliden's most modern mines. A 35-km long wireless network has been installed in the mine, which is now used for all communication.

"People communicate using telephones, which handle voice communications, text messages and alarms. The system also operates as a positioning system where everything is tagged – humans and machines can be located in real time on a 3D map of the mine. Similar systems are now being introduced in a number of Boliden's other mining areas," says Renman.

Improvements in connectivity have massive safety benefits. For instance, an evacuation function is now being developed that the operator can activate in an emergency. This sorts employees into three categories: red, yellow and green. Rescue efforts are then managed accordingly.

"Red indicates that a person has not been alerted to the danger. In this case, a runner is sent out to warn the employee. Yellow means a person has been alerted, but has not acknowledged the alert. If this happens, we ring the employee to ensure that he or she has understood the alarm and is proceeding to a rescue chamber.

"Green means that a person has received and acknowledged the alert, and we can follow them on the system until they reach the rescue chamber," explains Samuel Bäckman, a work-environment development engineer at Boliden Mines.

DRONES TAKE OVER

Boliden is making increasing use of drones – or unmanned aerial vehicles (UAVs). Initially used by the military for reconnaissance, transport and raids, drones are used regularly in any number of non-military applications, particularly within the mining industry with its large tracts of land.

"At Boliden we use the drone predominantly to photograph areas that would otherwise be too large to cover using traditional means. The images, or the 3D model that is produced using them, is used for exploration, for updating maps, or performing volume calculations," says Shane Leighton, a development engineer at Boliden Mines' engineering department and the project manager for Boliden's UAV.

The design of Boliden's drone, a e-Bee RTK, is deceptively simple. The streamlined shape of the body and the detachable wings are made from a styrofoam-like material, and the total weight, including the camera and battery, is just 730 grams.


This makes it very portable. Disassembled it can fit into a specially built box that can be packed in normal hand luggage. The low weight also means that it is easy to handle. You can simply pick the drone up, shake it three times and throw it up into the air.

Boliden is also carrying out trials with a helicopter drone in order to inspect mine faces more safely. Thanks to live streaming to a tablet mounted on the control unit, the operator can see the high-resolution image and follow the progress of the drone along the mine. Sensors, like those on modern smartphones, and a camera pointing downwards, keep the drone on a stable flight path.

"We see how drones are being used for more and more tasks. The Skellefteå Kraft energy company uses them for inspecting power lines, for example, and Amazon in the United States has started trials of delivering goods directly to the homes of purchasers.

"At present, Boliden is testing drones above ground to survey roads and piles of materials, as well as underground to inspect rock faces. In future, drones will even be able to locate people in the event of an accident or fire," predicts Peter Burman, manager of Boliden's mine automation programme.

"One thing is certain: this technology is here to stay and we have only seen the beginning of this development, which will affect us at work and at home," Burman believes.

Another thing is certain, too: thanks to its passion for safety and its innovative thinking, this Swedish company is well down the road to achieving its goal of zero accidents. Take a bow, Boliden! 

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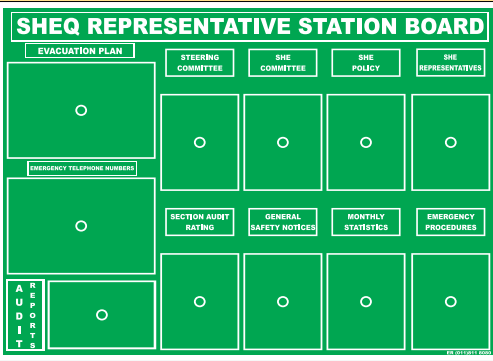
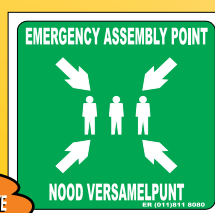
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SANS 1186-1 of 2013 - SAFETY SYMBOLIC SIGNS

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SANS 1186-5 of 2013 - PHOTO LUMINESCENT



INTERBUILD AFRICA 2016

Interbuild Africa – one of the largest building and construction trade exhibitions in Africa – is specifically targeted at the small to medium-sized building contractor. Taking place at the Johannesburg Expo Centre, Nasrec, from August 17 to 20, Interbuild Africa attracts some 7 000 industry buyers to source products and services from more than 300 exhibiting companies representing over 22 countries.



Interbuild Africa 2016 will host a free-to-attend seminar theatre, where visitors can learn all about the latest trends impacting on the sector. The show's organiser, Specialised Exhibitions Montgomery, has also partnered with leading industry bodies to host a number of high profile conferences and workshops.

These supporting partners include: The

Association of Architectural Aluminium Manufacturers of South Africa (AAAMSA), Association of South African Quantity Surveyors (ASAQS), and the South African Institute of Architects (SAIA).

Interbuild is also endorsed by other professional bodies, such as: Master Builders South Africa (MBSA), National Home Builders Registration Council (NHBRC), Institute of Plumbing South Africa (IOPSA), and the Southern African Light Steel Frame Building Association (SASFA).















Already co-located with four other industry leading events (Glass Expo Africa, Plumbdrain Africa, EcoAfribuild and Hardex Africa), this year's event will see the launch of two new shows.

Sani'ter will showcase the crucial role of water-resource management, water quality, waste-water management, access, infrastructure, sanitation and developing technologies. In addition, Wood World South Africa, organised as part of a JV with Hannover Fairs International, will be unveiled as a dedicated pavilion at the event.

Those wishing to visit the show can pre-register online at www.interbuild.co.za to avoid the queues at the exhibition.

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UNDERSTAND THE INTERNAL AUDIT

Many organisations lack a clear understanding of the purpose of the internal audit function – according to a recent survey conducted by Mazars, during June 2016 across 120 respondents.

Daniel Jacobs, associate director Internal Audit at Mazars – an internationally represented organisation specialising in audit, accounting, tax and advisory services – notes that the misconceptions among many businesses could be rendering their internal audit system useless.

"The survey indicated that employees generally have a negative attitude towards auditors, viewing them as 'police'. When implemented correctly, the internal audit process should be a holistic evaluation of the organisation's efficiency and accuracy," explains Jacobs.

"Internal audits also operate independently from

external audits and provide a written assessment of the effectiveness of the system of internal controls and risk management," says Jacobs.

Jacobs explains that negative attitudes towards internal audits, and failure on the part of the different operational functions within the company to work together with the audit department, can have a significant negative impact on the organisation as a whole.

"Companies risk not having a clear understanding of the specific strategic and operational risks faced by the company. It also means that the systems and process changes recommended by the audit department aren't taken into account by the various departments, who then do not make subsequent changes to their own internal control processes," concludes Jacobs.



KNOW SAFETY. NO INJURY.

Dromex is powering up as an official sponsor of Electra Mining Africa 2016. The event is giving the company an amazing opportunity to showcase the brand, as well as its quality personal protective equipment (PPE) range. The key Dromex products on display will be its specialised gloves, new full face mask and the seven new colour additions to the Conti Work Wear collection.

Dromex PPE is successfully used in many sectors countrywide and is of the highest international standards. Products are also exported via distributors into Africa for many applications, including mining and agriculture. The company's work wear is proudly developed and manufactured in South Africa.

"At Dromex we believe that the value of

PPE doesn't just lie in the product, itself, but also in education for the correct usage and application. In line with this, we are sponsoring Saioh workshops, on a national level, to bring awareness and valuable insights to health and safety officers from all industries," the company says.

"PPE is only effective when it's used correctly. Companies should speak to us about our on-site PPE assessment service, product matching, technical back up and fit tests."

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AS EASY AS ABC

Behaviour-based safety (BBS) programmes are common in many organisations, but they don't always provide maximum value. How can you get more out of workplace observations and build a great workplace safety culture?

Think about the last time you were in a bad mood. How did you behave? Did you slam the door as you left the room, thump the table with your fist, raise your voice? Or, did you calmly smile to yourself and let

it all go?

As our individual behaviours come together with those of others around us, they collectively form and shape the cultures of organisations, family units and social groups to which we belong.

The oft-used definition of culture as "the way we do things around here" may be simple, but I think it's a great way to look at things – especially workplace safety culture or "the way we do safety around here", because culture is all about behaviour.

IN THE BEGINNING THERE WAS DOG

The name Pavlov is recognised by many as the scientist who, in the late 1800s, claimed that he could create a reflex behaviour in dogs; first, making them salivate by presenting them with a biscuit, then encouraging them to link the sound of a bell with being given the biscuit, so that, in time, the dogs would salivate on hearing the noise – even without the presence of a treat.

These early experiments in behavioural

conditioning led to the subsequent stimulus-response psychological theory. While appealing in its simplicity, we know that people are (usually) more complex than dogs, and their reflexes cannot always be as easily influenced.

We must bear in mind that a stimulus – whether a biscuit, free lunch, or a monetary reward – does not, in itself, elicit a particular response; it merely modifies the likelihood of a behaviour occurring.

CONDITIONING BEHAVIOUR

Pavlov's classical experiments evolved into what we now call "operant conditioning" where the worker responds to factors within his environment and moderates his behaviour accordingly. His behaviour is observed and then strengthened or "reinforced" by consequences.

The Antecedent-Behaviour-Consequence (or "ABC") model has become central to many an organisation's approach to influencing safety behaviours. The antecedent (sometimes called the activator or trigger) invokes certain behaviours, and a positive reinforcement strengthens the behaviour that produces it, while a negative reinforcement strengthens the behaviour that reduces the likelihood of the consequence.

Modern social learning theory has evolved along this line. One must remember, however, that the potential for the occurrence of a behaviour depends on the expectancy that the particular behaviour will lead to a specific reinforcement, which, in itself, is perceived to be advantageous – like Pavlov's biscuits for his dogs.

THE ADVENT OF BEHAVIOUR OBSERVATIONS

Back in the mid-1600s, English philosopher John Locke argued that people viewed the world around them in a way they found congruent with their own personal values. They approved of the things they liked, while those that they considered unpleasant were thus judged as that.

This is important for our consideration of behaviour in safety – if Locke is right, he's saying that we make our own observational judgements based on how the situation looks and feels to us at a given moment in time.

Jump to the early 1920s when Harvard professor William McDougall – while exploring the differences between reflex and instinctive behaviour – suggested that instinctive behaviour "involves the knowing of some thing or object, having a feeling in regard to it and (then) a striving towards or away from it".

McDougall referred to the instinct of moths to be attracted towards a light source and bees towards fragrant flowers. A few years later, in 1936, social psychologist Kurt Lewin, through his studies of group dynamics, said that behaviour was not just about what a person was striving towards (for example to complete a certain task), but that behaviour was a function of the person and their interaction with their environment.

Between the late 1950s and early 1970s, the links between risk-taking behaviours, human nature and accidents were further explored by people like Burrhus Skinner, Albert Bandura and Jean Piaget.

It wasn't until 1978 that the words "safety" and "behaviour" were truly connected when the fascinating

study by Judith Komaki and Ken Barwick presented the results of perhaps the very first formal attempt to influence workers' behaviour around safety.

The 1990s was the decade that BBS was born, with several American writers, including Scott Geller and Dan Petersen, articulating their views on why people behave as they do with regard to safety at work.

The key question was: What actually is BBS? Answers pointed towards the "psychology of safety" and how to identify the motivation for individual risk-taking, and then make adjustments to the working environment in order to regulate these behaviours.

THE SOUND AND SIGHT OF BEHAVIOUR

The science of behaviour has, undoubtedly, evolved over the last century to a point where BBS and "safety culture" have become core concerns for many companies around the world today. Many organisations find themselves on a performance plateau and are keen to revitalise their approach.

Implementing a BBS programme is often seen as the logical "next step". BBS programmes often rely on a standardised observation checklist, which the manager works through while watching an employee work, but this doesn't always lead to positive results as the worker may feel pressured by having "big brother" watching.

Our clients often ask us to tell them what their safety culture "looks" like. Assessing the culture of an organisation is always a fascinating exercise for me. We use a proprietary model that we've developed over the years, refining and evolving it into a remarkably accurate tool that gives us not only a picture, but also helps us understand what a culture "sounds" like, too ...

We talk with employees as individuals and in groups, with supervisors, managers and top-tier leaders. We also build "audio-visual snapshots" of what we see going on through direct real-time observations of work in progress and further discussions. We find that this combination of watching and listening provides the data needed



From Accidents to Zero

A practical guide to improving your workplace safety culture

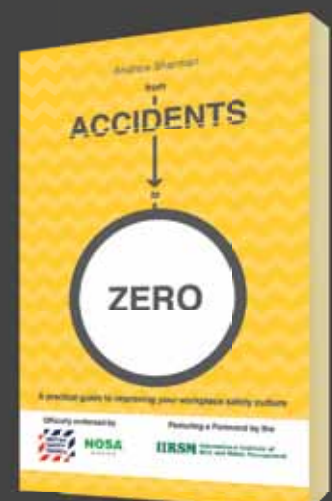
Thought-provoking and insightful. From Accidents to Zero progressively pushed me to see new connections, and new ways to address organisations' safety culture and risk management challenges.

Mieke Jacobs, Global Practice Leader – Employee Safety, DuPont

This A to Z of safety represents an eminently practical knowledge toolbox, one filled with tools which will add value to the CEO and the front line Safety Practitioner in equal measures. Relevant, accessible and applicable, this is safety distilled and a 'must-read'.

Steven Brown, Brewery Manager, Heineken

Read more at www.fromaccidentstozero.com



to create a deep and rich cultural tapestry of an organisation or site; giving us a full three-dimensional picture of what things are actually like.

ADDING VALUE TO YOUR BBS PROGRAMME

While we use a specific model to assess culture, there are aspects of the process that can be adopted and utilised effectively by any manager, anywhere, at any time. No matter how your BBS programme operates, it's a great idea to actually engage workers in dialogue about safety matters.

When we begin safety transformation programmes with our clients, they frequently begin by telling us that the managers aren't really sure what to say when it comes to asking questions about safety. As we walk with them around the shop floor, all too often we hear them saying things like: "Is everything safe?"... "Is there anything you need in order to be safe?" ... "Are you working safely?"

Look at these questions. What do you notice? Each is a closed question, meaning that they can be answered simply with "yes" or "no". When a worker is asked such questions, they may immediately try to respond in a way that would please their boss, or in a way that will make their life easier, by offering

the answer that they believe the other person wants to hear. So, in the example questions, answers are often "yes", "no", "yes" in that order. Of course, responses depend to a large degree on the culture within the organisation.

How can we build a better culture of safety through our safety communications? We can start by asking great questions that encourage the other person to think before they respond. For example, on a safety walk around a workplace you might try the following:

- If I were working with you today, what would I need to know in order to be safe?
- What one thing could we do to improve safety at this process line?
- If you could do anything to improve worker safety around here, what would you do?
- What is slow, inconvenient or uncomfortable about doing this job safely?
- What's the most important thing to know about safety around here?

Each of these questions encourages the other person to reflect before answering. In responding to the first question, safety is positively reinforced as the worker verbalises important aspects of their job while



 Incident Easily log incidents of varying severity from low risk potential incidents and near misses to high risk incidents.	 Risk Assessment Record process or system risks and provide proposed suggestions for improvement and reduced risk.	 Call Report Look after customer / supplier relations by documenting meetings and assigning individuals to follow up on outstanding requests.	 Audit Conduct audits, surveys, inspections, reviews and observations using customisable templates with percentage based scoring.	 Innovation Log, investigate and implement innovations and ideas which save time and or money for your company	
 Document Register Manage controlled company documents and ensure you always have the latest revision as well as access to historical revisions.	 <p>All in one Safety, Health, Environment and Quality online management system.</p> <p>Get SHEQ Done</p>			 Training Log training and assessment days automatically notifying users of the date they are required to attend.	 Trend Pareto Analysis Generate Pareto analyses of production process defects, allowing easy identification of common problems.
 Concession Request special approval for a non-conforming product or service.	 Calibration Keep track of and maintain instrumentation calibration via a schedule with full calibration history.	 Reports Dashboard Extensive reporting capabilities from basic listings to graphic analysis. Filters can be applied & results are colour coded for easy identification.	 Email Notifications For all events that occur and overdue reports, automatic email notifications are sent to the relevant people.	 Installation No installation on users' computers is required as SHEQsys is a web-application, which can be hosted on our dedicated server.	

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responses to the other questions help to develop a feeling of engagement and encourage suggestions. Key at this point is our ability to demonstrate that we are listening.

Reflecting back on what's been said can help here, and great follow-up questions that connect to the first information we have received are also immensely useful. You could use several of the great questions above to keep the dialogue going.

CONCLUSION

Burrhus Skinner (considered by many to be the Godfather of behaviouralism) talks about the importance and value of using great questions in his seminal 1974 book *About Behaviourism*. He suggests that "a person,

who has been made aware of himself by the questions he has been asked, is in a better position to predict and control his own behaviour".

What he's saying is that it's only when people become fully aware and understand that their behaviour is important to those around them, that it becomes truly important to them, too. Skinner is advocating dialogue over direct observation.

When we adapt our approach to observation to include really listening to what's being said, as well as watching what's being done, we get a much clearer picture of what's going on. We are also more likely to be able to identify the points that really need our focus and allow us to move forward on our journey to safety excellence. SM



Sharman on Safety is based on ideas and concepts from Andrew Sharman's new book: *From Accidents to Zero: a practical guide to improving your workplace safety culture*. Andrew is an international member of the South African Institute of Occupational Safety and Health (SAIOSH) and the Chief Executive of RMS - consultants on leadership and cultural excellence to a wide range of blue-chip corporates and non-government organisations globally. More at www.RMSswitzerland.com. This month SHEQ MANAGEMENT readers can get an incredible 50 percent discount off Andrew's book at: www.fromaccidentstozero.com using the code SHEQSA50 - but only if you place your order in the next 30 days.



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PRIMING THE MIND

What do elephants and humans have in common? Both can be conditioned to behave in certain ways



had a fascinating experience on my last trip to Thailand. As part of the package we had an outing to ride on an elephant. When we arrived, I was totally surprised to see this powerful elephant tied to a small stump with a thin, dangly piece of rope. I approached the guide and asked if the elephant had ever wandered off. Surely that piece of rope won't stop him from running away?

The guide assured me that the elephant wouldn't even consider leaving. Now I was curious and enquired why that was so. His response was very revealing.

What they do is tie the elephant to the stump from a very young age. The young calf will try to break free, but will be unable to do so. Eventually, it stops trying, because it no longer believes it can break free. As the elephant grows bigger, it has the strength to easily break free, but it doesn't try to do so, because it has been conditioned to believe that it is impossible.

I wonder how many people have similar beliefs when it comes to safety? How many of our teams really believe that "zero" is possible? If they don't, how is that impacting their daily behaviour?

One of the biggest challenges leaders face is not to get employees to work in a safe manner, but to have them believe that they can do so, and that it is worthwhile. It is this change of belief and attitude that will renew people's commitment to safety and drive a new set of behaviours.

Targeting unhelpful behaviour is a futile exercise if people don't believe change is possible. The demand on leaders is to learn the skill of influencing people's thinking and beliefs towards safety. Changes here will manifest in behaviour changes.

Numerous scientific experiments have been conducted to prove this. One that stands out was facilitated by three Yale University professors. They studied the impact of "priming" on participants using key words.

One sample was primed for rudeness. The participants were given a set of words that they needed to unscramble. Each of the words was associated to some form of being abrupt, or impatient. Another group did exactly the same exercise, but their words reinforced the notion of being polite and respectful.

After they completed the assignment, participants were asked to hand the results to another professor. When they arrived, that person was engaged in a conversation that forced the participants to wait.

Consistently, the participants who were primed with words relating to rudeness became annoyed far more quickly than those who were primed for patience. They interrupted the discussion significantly faster than the other group. In fact, consistently the "patient" group waited respectfully for up to ten minutes for the conversation to conclude. This is a startling finding.

Priming is simply influencing someone towards a desired outcome. It isn't brainwashing, as you cannot give someone a range of words concerning robbing a bank and expect them to go and do it. However, it does trigger the unconscious to think, feel and behave in a particular way. It creates structures of thinking.

In the experiment there was a definite change of behaviour when exposed to key words. The professors made the participant's subconscious obsessed with a state of being. What are you making your the subconscious of your employees obsessed about? Are you priming them for safety?


“ Targeting unhelpful behaviour is a futile exercise if people don't believe change is possible.

Furthermore, if I tell you to think of a red balloon, there is a high probability that an image of a red balloon will pop into your mind. You simply can't help it. Now, if I tell you to not think of a red balloon, you will most probably still think of the balloon. Likewise, it is essential that leaders talk about what they want, instead of what they don't want.

It is about communicating in a way that people cannot help but think of what you have just talked about. It catches their attention and they make it their focus. This is even more important when we understand that the conscious mind can only focus on seven units of information at one time.

This does not mean seven things – it means seven units. A stimulating conversation, or driving a car attentively, will use all of your seven units of focus. The conscious mind has a very limited processing capacity.

We have the ability to influence the things on which our employees concentrate. What is the image you want your employees to see? What attitudes do you want them to embody? Are you communicating in a way that stimulates those thoughts ... or just the opposite? Are we getting employees to focus and concentrate on how to do the task safely, or are we distracting their seven units?

These tools are easy to use, allowing leaders to consistently communicate the importance and value of safety. In what ways are you intentionally priming your team to work safely each day? What is the focus and quality of your pre-shift meetings? Remember, a leader's attitude has an infectious influence on his or her teams. 



Dr Brett Solomon is a principal consultant at Sentis, and has been involved in numerous safety culture change initiatives with progressive thinking organisations such as Anglo American, Glencore Alloys, PPC and Aveng Moolmans. Currently he is working closely with BHP in South Africa and Impala Platinum.



TAKING THE NEXT STEP IN FURTHER DEVELOPING YOUR SAFETY CULTURE

Many companies have adopted safety slogans that suggest the ultimate goal is zero harm. But is that enough?

Safety is not just about the numbers that we reflect in our monthly management reports, or on banners or sign boards at the entrance to our respective operations, it's about people. It's about ensuring that each and every one of our employees and contractors return home safely at the end of every day.

It's important to be able to report good, or at least improved, incident and injury rates – it's a direct reflection of the positive impact of our teams' efforts. Yet, many companies are grappling with how to get this right – how to ensure an ongoing improvement in their safety culture and statistics.

Many companies have achieved their goal of zero injuries at some stage in their safety journey. Many more have reached that goal, only to then lose it again along the way, while others have not ever achieved their goal of a zero injury workplace.

Then there are those companies that have reflected a continuous improvement in their safety performance over the years, but have now reached a plateau and don't know what else to do to ensure continued improvement.

SO WHAT CAN COMPANIES DO GOING FORWARD?

Depending on the stage at which a company finds itself on the safety journey (and its associated level of cultural maturity), it should focus its interventions at varying levels within the company – either at management level, middle management, broader employee groupings, or at its contractors (or possibly even a combination of these).

However, regardless of where a company is in that journey, we need to focus on developing a "24-hour safety mindset".

Some of the typical safety slogans we've come to see and expect on location include, for example, "zero harm", "zero injuries", "we believe zero injuries is possible" or "striving for a zero accident workplace".

Some companies also have safety slogans on their departure gates, thanking everyone for having worked safely. These visible slogans help promote safety efforts in the drive for zero injuries in the workplace, ultimately improving safety performance.

In reality, these posters also, unfortunately, perpetuate the behaviour of "switching on and off" to safety practices, as and when employees enter, and

then, likewise, when they leave the workplace.

Instead, what leaders need to do is instil a 24-hour safety mindset where employees and contractors think about safety all the time, not just when they're at work. Safety must become a habit; it must form part of our sub-conscious everyday living, whether at work, at home, driving a car, or just relaxing with family or friends.

“ Communication should highlight that we need to work safely for our families.

Some examples of safety slogans adjusted to promote the 24-hour safety mindset could include:


- From "Our goal is no injuries at work" to "Our goal is no injuries at work and at home";
- From "Striving for a zero-accident workplace" to "We promote safety at all times – both at work and at home";
- From "Thanks for working safely today" to "Thanks for working safely today, now please take safety home with you";
- From "Work safely today" to "Work safely today. You owe it to your families".

One of the sites in the company that I work for has a large billboard at the entrance, including photographs of employees' children and a slogan that reads: "Mommy and Daddy, please work safely today. We need you at home" – a very effective slogan that resonates with us all!

A 24-hour safety mindset helps to move employees and contractors from being consciously safe (where they switch on and off, and think about safety only at work) to becoming subconsciously safe (where they act safely out of habit, regardless of where they are).

A subconscious approach to safety reduces the risk of incidents and/or injuries both at work and at home,

and, ultimately, makes good business sense: promoting the safety of employees and contractors at work ensures they return home safely to their families, and promoting safety at home ensures they arrive back at work the following day.

There is always more that leaders can do to ensure the overall well-being of employees and contractors. With a 24-hour safety mindset as the foundation, the benefits can be far reaching – from our employees and contractors and their families, to our businesses and overall safety performance and results. 



Companies need to broaden their communication efforts beyond just work-based safety messaging. These could include slogans that reference work and home safety, home safety toolbox talks, off-the-job safety articles in company newsletters, safety competitions for the children, and family safety days.

Communication should also touch the softer, more emotional aspect of safety, highlighting the fact that we need to work safely for the company, as well as for our families.



Brian Darlington is the group head of safety and health for the Mondi Group, based in Vienna, Austria. He has filled the role since 2012 and is responsible for safety and health in more than 30 countries. Brian started working at Iscor before joining Mondi in 1987, working in Gauteng. In 2000 he transferred to the Kraft Division in Richards Bay. During 2005, Brian transferred to Europe, taking up the position of business unit SHE manager, responsible for SHE in paper mills in Austria, Hungary, Israel, Slovakia, Poland, South Africa and Russia, as well as forests operations in South Africa and Russia.

CONTRACTING OUT OF LIABILITY

Is it possible to contract out of liability? More specifically, is it possible to contract out of liability for negligence and, if so, even for gross negligence?

A common example of this is erecting a sign at the entrance to a place of work, which reads that the company is not responsible for loss or damage to property, or injury to persons who enter the premises.

More specifically, these signs are usually erected at the car park with respect to damage to cars parked in the company parking lot. These signs beg the question: can a company legally contract out of liability? It is common practice to attempt to do so. This practice has resulted in a large number of court cases around the world.

The reason why we want to look at this issue is the recent, rather strange, decision of *Naidoo versus Birchwood Hotel* 2012 6 SA 170 GS. Before looking at that case, however, let us first look at earlier cases.

In *Galloon versus Modern Burglar Alarms* 1973 3 SA 647 C, the alarm company installed and maintained a radio burglar-alarm system for a jeweller in terms of a lease agreement. There was a term in the agreement that the alarm company would "not be liable for any damage whatsoever caused by the non-operation of the alarm for any reason".

A technician went out to work on the alarm system

and, in order to do so, rendered the system inoperable by inserting a bridge. After finishing working on the system, the technician failed to remove the bridge and reactivate the system.

A burglary took place, the alarm did not go off and the bridge was found. The company sued the alarm company, alleging its negligence caused it harm. The alarm company countered that it could not be liable, because of the term in its contract exonerating it from liability. The company contended that the phrase "for any reason", meant that it was exonerated from liability for any reason.

Galloon argued that that phrase did not include negligence. The court accepted that it was possible to contract out of liability for negligence. It then became a question of interpretation. The court concluded that, in order to contract out of liability for negligence, the contract term had to make that point clear, and since it did not, the contractual exclusion did not assist the alarm company to avoid liability.

In *Government of the Republic of South Africa versus Fibre Spinners & Weavers* 1977 2 SA 324, Spinners manufactured grain bags. The government contracted with Spinners to manufacture a large quantity of bags to be used in the farming community.



The government indicated it was unable to take delivery of the bags and asked Spinners to store them. Spinners was prepared to do this on condition it was not responsible for the safekeeping of the bags.

Its letter of acceptance included a statement that it was "absolved from all responsibility for loss of, or damage, howsoever arising, in respect of ...". After a while, it became necessary to move the bags (a whole warehouse full of them), whereupon it was discovered that a vast quantity of bags had been stolen.

The stack had been hollowed out in the middle. From the outside it looked as though all the bags were there, but only the outside layer was intact. The core had been removed and stolen. To make matters worse, one of the people responsible for the theft turned out to be employed by Spinners.

The government claimed from Spinners, which denied liability relying on the exclusion. The government sued Spinners, but lost. The case was taken on appeal, but the court declined to overturn the judgement. In this case it was clear that the two parties had applied their minds to the problem and decided to contract out of liability, and thus the court would

not interfere with what the parties had, in fact, agreed to. The court accepted that it is possible to contract out of liability.

The next case, Micor Shipping versus Tregar Golf and Sports 1977 2 SA 709 W, is important since the court specifically addressed the question of whether it is possible to contract out of liability. In this case, the court concluded that it is even possible to contract out of wilful default.

So, it was clear that it was possible to contract out of negligence – even gross negligence, but to do this the contract term had to be clear. In the end, despite making the law clear, the company had not contracted out of liability.

The case of Union National South British Insurance Co versus South African Railways & Harbours (SAR & H) 1979 1 SA 1 A involved a worker who had been injured. A sign had been erected at the entrance of the site, which read: "Warning - Entrance at own risk:

beware of cranes and shunting movements." The injured workman tried to sue the SAR & H, which then used the sign as a defence.

It should be noted that the sign was not an attempt to contract out of liability, but is an example of the voluntary assumption of risk. If someone is content to accept a risk, then that person cannot be unhappy if the loss event takes place. So, for example, if someone is a boxer, that person cannot claim he was assaulted if he is punched in the boxing ring. He voluntarily accepted the risk of being punched! The court ruled, as expected, that the notice could not be applicable to persons such as workmen, who had a duty to work at the premises.

More recently, there was Afrox Healthcare versus Strydom 2002 6 SA 21 SCA where, once again, the court directly addressed the question of contracting out of liability for negligence. It was put to the court that a contract term, which allows a party to contract out of liability for negligence, was contrary to public policy and should not be upheld.

The court did not uphold that contention as a general principle. It may be that, under certain circumstances, a court would conclude contracting out of liability was against public policy, but not as a general principle. In fact, the opposite is correct. It is in the public interest that contracts freely and seriously entered into should be upheld.

That now brings us to Naidoo versus Birchwood Hotel 2012 6 SA 170 GSJ. As indicated, the question of contracting out of liability has been carefully considered by the courts for many years.

The plaintiff, Naidoo, signed into a hotel that had an exclusion clause which included: "the hotel shall not be responsible for any injury ... on the premises ... caused or arising from the negligence (gross or otherwise) or wrongful acts of any person in the employment of the hotel".

The following morning, Naidoo was injured when a heavy steel gate fell on top of him. He sued the hotel, which raised the exemption clause as a defence.

The court found the hotel was, indeed, negligent. When it came to contracting out of liability, the court held that "to deny him judicial redress for injuries he suffered, which came about as a result of the negligent conduct of the hotel, offended against notions of justice and fairness. Public policy, with the notions of fairness, justice and reasonableness, would preclude the enforcement of a contractual term if its enforcement would be unjust or unfair".

It is, indeed, unusual to see a court disregard a contract, because it feels the contract term is unfair, unreasonable and unjust. These feelings have not in the past formed the basis of the law of contract. **SM**



Legally Speaking is a regular column by Professor Robert W Vivian and Albert Mushai, both in the school of Economics and Business Sciences, University of the Witwatersrand. Robert W Vivian is a leading authority on insurance and risk management. He has written a number of books on South Africa's business history. Albert Mushai holds a master's degree from the City University, London, and was the head of the insurance department at the National University of Science and Technology in Zimbabwe before joining Wits University as a lecturer in insurance.

ELECTRA MINING AFRICA SET TO ELECTRIFY



Live demonstrations and interactive displays are among the many attractions at Electra Mining Africa 2016

As the largest trade show in southern Africa and ranked as one of the world's largest mining shows, Electra Mining Africa is a premier networking event where over 850 local and international exhibitors will be showcasing their latest products and services across 38 000 m² of indoor and outdoor exhibition space.

Taking place from September 12 to 16, at the Expo Centre in Johannesburg, the trade exhibition will provide the local mining, construction, power and energy, as well as transport and related industries, with a valuable platform for engagement, collaboration, interaction and networking.

An anticipated 35 000 visitors are expected at Electra Mining Africa this year. Visitors to exhibitions have multiple shopping and learning objectives. Research has confirmed that the top reasons for visitors attending an exhibition include being able to obtain updated knowledge and gain insights on industry trends, as well as seeing product demonstrations and having hands-on interaction with products.

Electra Mining Africa 2016 will offer visitors just that: interactive product displays, daily live demonstrations, industry experts on stands and the additional attraction of industry seminars and conferences alongside the show; offering valuable content and networking opportunities.

"Many of our exhibitors will be launching new products at the show and there will be daily live demonstrations of machinery and equipment, interactive product displays, simulation booths and technical presentations," says Gary Corin, MD of Specialised Exhibitions Montgomery, organisers of the show.

"Many professionals visiting the show will use Electra Mining Africa to network, exchange ideas, share information and develop partnerships," Corin adds.

INDUSTRY CONFERENCES AND SEMINARS AT ELECTRA MINING AFRICA

An exciting addition this year is the free-to-attend seminar programme, which is being run in association with the South African Institute of Mechanical Engineers (SAIMEchE). The seminars will provide an excellent learning platform with industry specialists sharing their knowledge and expertise.

In addition to the free-to-attend seminars, the South African Institute of Mining and Metallurgy (SAIMM), Women in Mining South Africa (WIMSA) and the Lifting Equipment Engineering Association of South Africa (LEEASA) will be hosting informative and topical conferences at Electra Mining Africa.

LEEASA will host a two-day Lifting Equipment conference on September 14 and 15, at the Expo Centre. The conference is endorsed by the



Engineering Council of South Africa (ECSA) and delegates who are ECSA registered members will earn two continuing professional development (CPD) points when attending both days. Topics to be covered at the conference include: mobile cranes, DMR18, MEWPS, overhead cranes, NCOP, tower cranes, lifting tackle, mine health and safety, SANS standards and forklifts, among others. Costs and registration details can be found on the Electra Mining Africa website: www.electramining.co.za.

There will also be a Southern African Development Community (SADC) Mining Conference, which is taking place on September 15, alongside Electra Mining Africa. The conference is an inaugural SADC mining event dedicated to showcase and explore the latest insight into sustainability, developing diversified economies and improving operational efficiency.

This event is the perfect platform for mining companies and their partners to increase their resilience and succeed in a turbulent and volatile market. The cost to attend is R2 800 for the one-day conference. To register or for further information contact: VDS Media, Jolanda van de Spreng at email: jolanda@vdsmedia.co.za.

In addition, Electra Mining Africa also has the support of the Engineering Council of South Africa (ECSA), the South African Fluid Power Association (SAFPA), the Kitwe and District Chamber of Commerce and Industry, and the South African Capital Equipment Export Council (SACEEC).

SACEEC will have two stands at Electra Mining Africa where it will be promoting localisation through its cluster work and also promoting SACEEC and its members.



ABOVE: More than 850 exhibitors and 35 000 visitors are expected this year. Numerous seminars and conferences will allow delegates to update themselves on industry issues.

"We are delighted to partner with these influential and trusted industry associations," says Corin. "We appreciate their support and we look forward to their various activities and interactions at this year's Electra Mining Africa."

"We also thank our sponsors Altech Netstar, Festo, Dromex and Multotec for their

additional support," concludes Corin.

Show organiser Specialised Exhibitions Montgomery is a member of the prestigious Montgomery Group, one of the most widely respected exhibition companies in the world with trade shows, consumer shows and specialist projects currently spanning Europe, the Middle East, Africa and Asia.

Go to www.electramining.co.za for visitor pre-registration, or for further information contact Leatitia van Straten at email leatitiavs@specialised.com. **F**



ELIMINATING FATAL INJURIES IN MINING

Over the past few years, the mining industry has often been heavily criticised for its apparent inability to avoid fatalities among miners. Yet, MICHAEL BRANDT discovered that, in some cases, enormous strides have been taken to protect workers...

Anglo American Thermal Coal Division has implemented safety control programmes that have shown very positive results in reducing fatalities, if not eliminating them completely. "Even one fatality is one too many," said Philip Fourie, head of safety and sustainable development (SSD) for Anglo American Thermal Coal Division, at the recent Saïosh annual conference in Midrand.

Fourie is a member of the Anglo American International Safety Board and serves as a member of a number of boards governing SSD matters in the mining industry.



Image: Natalie Field

"Through some carefully managed programmes, Anglo American Coal has reduced fatalities from 76 in 2000/01 to only two in 2015/16," said Fourie.

A major change in the traditional labour-intensive mining environment is that it has become much more mechanised. This has reduced the number of miners – Anglo American Coal has almost 9 000 employees, while contractors number over 6 000 giving a total headcount of more than 15 000. These workers have now become exposed to the dangers of working in a highly mechanised environment.

"Traditionally, the most frequent injuries were caused by hazard agents such as tools, equipment, materials, slipping, tripping, falling, hands/fingers being caught or pinched in moving machinery, and falling or flying objects.

As a result, safety attention was focused in these

areas. The fatalities were, however, caused by electrical accidents, fires, explosions, fall-of-ground and transportation-related incidents," said Fourie.

On closer examination, it became clear that a new focus was required to overcome fatalities – it required a new mindset.

A number of safety programmes were introduced over the years, but the most significant – and effective – was the Fatality Elimination Framework introduced in 2013. With leadership focus and endorsement, this programme created a strong, determined and very visible focus on high-level risk management.


"The risk-management approach received much attention and was examined in detail. It became clear that change management was also required, including detailed processes, tools and techniques focusing on high-level risks, as well as routine and non-routine task planning," said Fourie.

Technology would be brought in to support the framework. One example was a large investment in sensor systems installed on moving machinery and vehicles. If a worker approached the machine, it would slow down. If the worker moved too close, the machine would stop or shut down.

"Another new approach was to encourage managers and supervisors to leave their desks and inspect the work areas to identify potential risk situations and create control procedures," said Fourie.

"This included entering into discussions with the on-the-ground workers to understand the problems and dangers they faced on a daily basis. We call that 'listening to the voice of experience'. The results have been very positive in making the workplace a safer place," he added.

Another aspect of this approach was to encourage management to develop a preoccupation with failure and to "worry constantly", as well as to match that to a determination to detect, or anticipate, potential failures or dangers. This developed an ability to minimise the impact of unexpected events.

So, it would appear that some members of the mining community are taking their "protector" role seriously indeed. 

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NOSHCON

SET FOR ANOTHER ALL-ENCOMPASSING EVENT

This year Nosa celebrates the 55th anniversary of Noshcon, making it one of the longest-surviving conferences on the African continent

The safety, health, environment and quality (SHEQ) industry operates in an ever-changing environment, and this year's Noshcon programme will introduce conference participants to the latest international risk management trends and best practice.

The very best and most respected international and local speakers will share their expertise and experiences. This will provide the knowledge to make a difference at delegates' companies and help efforts to ensure that every employee goes home safely every day.

"Nosa is very proud to, once again, play host at this leading risk management conference. We are confident that the programme for this week-long event will provide delegates with a platform to expand their occupational health and safety knowledge and make a significant difference in managing the risk at their companies," says Justin Hobday, Nosa director: Northern Region.

The conference is based primarily on the keynote papers and breakaway sessions. After-hours entertainment includes local band Bad Peter, a laser show, the Electric Pop String Quartet, Zelda la Grange and the very popular silent disco.

Exhibitors at Noshcon will display the latest products available in the market today to assist risk professionals in managing areas of responsibility.

On Thursday evening, at the Nascar awards

and international banquet, Nosa will recognise its local and international clients that have achieved excellence during the period under review.

"These companies and individuals will be recognised with national certificates and Nascar trophies. We will also be welcoming several new companies, who will be winning their first Noscars, to this elite group. These have been achieved through the three-year cycle, or by winning their Sector Industrial Category at the Nosa regional banquets with the required qualifying criteria," says Hobday.

Nosa would like to thank the following preferred Noshcon partners and Nosa subsidiaries for their support this year:

- Aspirata
- NOSA Action Training Academy
- NOSA COID Support
- The Training Room Online
- NOSA Logistics
- Saisoh
- SHEQ Management magazine

"We are extremely privileged to be in the foothills of the Drakensberg, a world heritage site, at a magnificent resort and surrounded by some of the most influential and knowledgeable people in our industry. We are confident that the week's entire experience will exceed expectations, and look forward to seeing all delegates, exhibitors and speakers there," concludes Hobday. SM

NOSA Launches Seven New Courses in 2016

In response to current and emerging trends, both in South Africa and globally, NOSA has developed a number of new training courses. The courses are aimed at improving and enhancing our clients' compliance to both legal and best practice standards. These courses have been developed by NOSA's Research and Development Team and are an indication of the investment that NOSA continues to make in its products.

- **Root Cause Analysis Training Course**
- **HSE in Mechanised Mining**
- **Psychosocial Wellness**
- **Fatigue Management**
- **Introduction to Globally Harmonised System (GHS)**
- **Advanced SAMTRAC**
- **SAMTRAC Construction**

For more information on our new products, email us on info@nosa.co.za or visit www.nosa.co.za

In addition, NOSA is also proud to announce the launch of its blog. The NOSA blog is aimed at providing our extensive client base with the latest developments in occupational health and safety trends globally. NOSA's international footprint allows us to report on issues facing the industry in markets such as South America, Asia, Middle East, Africa and Australasia. In addition, you will be kept abreast of the latest product updates within NOSA, along with accessing regular information on NOSHCON. The industry is changing at a rapid rate and subscribing to the NOSA blog on the NOSA website will ensure that you are kept abreast of its developments.

For more information on our NOSA blog, visit www.nosa.co.za

TO BE CONTINUED ...

ROBIN JONES, president of the South African Institute of Occupational Safety and Health (SaioSh), discusses continuing professional development (CPD)



ROBIN W JONES

If you don't know about earning CPD points, you are missing out on a great tool available to all occupational health and safety (OHS) professionals. In fact, it is not only a tool to self-improvement, but a requirement of your registration as an OHS professional.

The world is changing all the time and the field of OHS is no exception. Very simply, when we talk about CPD we are recognising the fact that we have to keep ourselves up to date with new developments.

at all levels undertake CPD to ensure improved knowledge and enhanced skills, as well as to develop personal qualities to ensure professional execution of their duties throughout the field of occupational health and safety.


It is important to note that failing to complete CPD could result in members being deregistered. A true professional who regularly undertakes CPD could quite easily move from one industry to another. Of course, the true professional realises that he or she will have to learn all over again about the new industry.

HOW DOES CPD WORK?

Reading is an easy way to improve your knowledge. It can be as easy as reading this SHEQ Management magazine for new information, views and research on a number of topics.

You can also attend conferences or CPD workshops. SaioSh conducts CPD workshops in five major centres. These are free to members and can be booked on line. The next round of SaioSh talks and workshops start in October (check the SaioSh website diary for more information). At these workshops, knowledgeable speakers discuss the latest news and developments.

There are, of course, a number of other ways to earn CPD points. For example, you may complete another qualification, attend a short course, do some research, or write an article for a magazine. To get more details on how to earn CPD points, visit the SaioSh website, click on "Professional Membership" and then click on the "CPD Policy".

Here you can log in to your profile and fill in the necessary details. It is important to update your profile as soon as you earn points. An even easier method is available at the SaioSh CPD workshops. When a member has registered for a workshop and signs the register on arrival, their CPD points will be automatically uploaded onto their profile. They will then receive an SMS to confirm that the points have been accredited to their file! 



Professionals at all levels should improve their knowledge and enhance their skills through CPD.

WHY DO MEMBERS NEED TO EARN CPD POINTS?

Members should strive through their own personal initiative to maintain their professional competence, and keep abreast of emerging issues and trends in the field of OHS.

Members contribute to the development of the profession through the sharing of skills and ideas and by participating in networking, to promote and enhance the competence of the profession.

It is a requirement for Technical (TechSaioSh), Graduate (GradSaioSh) and Chartered (CMSaioSh) members to complete CPD points in line with the policy. It is, however, recommended that members



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TRANSFER RISK

FROM CUSTOMER TO SUPPLIER

David Vaughan and Ben Buys, sales director and operations director respectively for Babcock's Equipment division, discuss how Babcock's after-sales service contracts transfer risks away from its customers

Babcock International in Africa provides comprehensive infrastructure and reliable technical support to some of the world's leading heavy-duty machinery brands.

"Our long-term replacement strategies, fleet maintenance and technologically advanced services are proving to be increasingly attractive options to our customers, particularly in the mining industry where machines operate long hours and any downtime translates into lost revenue," says Vaughan.

He explains that, as part of Babcock's aftermarket support capabilities, every customer has access to the following services:

Power by the Hour

This service provides the owner with a fixed maintenance cost over an extended period of time based on a fixed sum per hour of machine usage. Machine owners are assured of an accurate cost projection and largely avoid the costs associated with breakdowns. The contract includes the option of purchasing an extended warranty to give customers further peace of mind.

These tailor-made contracts transfer the risk of component failure away from the customer and relieve the owner of the need to stock components. There is no need for the customer to carry inventory as Babcock technicians are equipped with all the


necessary components and tools to service the machinery on site, thus improving up-time and productivity.

CareTrack

This is the Volvo Construction Equipment telematics system, which transfers data from machinery to Babcock's dedicated internal service department. This remote monitoring system can be used to set service reminders in advance; allowing sufficient time for the necessary resources to be deployed. It also acts as an early-warning system for potential component breakdown.

"With this system, our technicians can identify when components need to be replaced or repaired. They can then address any maintenance issues before they become costly problems," says Buys.

Re-Build

This offer is specifically geared towards the mining sector where machinery rapidly clocks up high production hours. Once a machine's warranty has lapsed, customers are offered the option of refurbishment as opposed to trading in, or buying new, where possible. This cost-saving alternative provides further hours of productivity from the refurbished machine, while Babcock parts and services extend the warranty for an additional 12 months. 

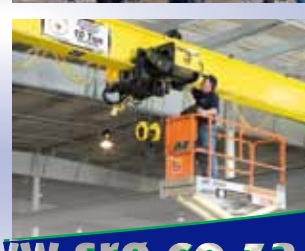
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POWER IN THE PEOPLES' HANDS



Sheccon Consultants has developed an advanced evaluation and performance-enhancement program to encourage employees to participate positively in the improvement of safety, health and the environment (SHE) within the organisation

Today, occupational health and safety (OHS) laws and the International Organisation for Standardisation (ISO), require all companies to ensure that employees adhere to corporate policies and procedures – and this needs to be recorded, documented and analysed.

Many companies sit with the predicament of paper exercises when undertaking analysis just to keep management informed. In most cases, a negative reflection on corporate management results when facts are revealed as current and on-going during incident investigations and random surveys.

A new solution is soon to make this a thing of the past; creating methods for encouraging company employees to participate positively in the improvement of SHE practices. Furthermore, it allows management an opportunity to track the evaluation and review of current preventative measures that have been implemented to reduce work-related hazards and risks to employees, visitors and the health of the public.

HOW DOES IT WORK?

Briefly, a computerised system and a method are provided for comprehensive reinforcement of employee behaviour and management system reviews, by capturing direct information from employees about SHE.

This information is summarised and reflects the area or department, the current conditions of the area, personal behaviour at the time and communication – which highlights potential areas for improvement.

The SHE information can identify areas of concern with respect to employees' commitment to health and safety, and the need to review policies and procedures accordingly. This information can be obtained at any given point (in the form of a report, or a statistical graph) and actions can be monitored from a top-down, or a bottom-up commitment strategy.


The Information Update and Review manager is designed to encourage a common desired behaviour

for the employees of the company. Management will also have recorded evidence of engagement and commitment, which may be presented to employees in the process of further investigation, feedback (in the form of group discussions), or where management may need to obtain further information (in the form of surveys, observations and training) with regard to standard practices.

Information data centres (portals) are structured to identify departments within the company from where the employee may enter possible behaviours and suggestions for improvement, and/or illustrate good performance by the company.

All information captured is stored within the station and simultaneously sent to the central database, so behaviour is tracked and suggestions from employees are also screened. The program allows for an employee to have first-hand access to an electronic version of the company policies and guidelines applicable to procedures.

The system provides accuracy by identifying the "what, where, how, when and by whom" principle, what the possible direct causes could be for the occurrence, and who can be assigned the task of controlling the situation. Employees are also given the opportunity to provide suggestions for improvement.

The program has been developed to involve all organisational participants, and to ensure that, through a speedy early warning approach, the work performance delivered can be beneficial to the company, the health and safety of employees and the environment. Together we can make all working environments safer and healthier. 



Data centres (portals) enhance the flow of communication between employees and management.

ARE YOU SOFTWARE- SAVVY?

Risk management software – often linked closely with compliance management software – is designed to lower the overall risk and security implications faced by business enterprises

The *ComputerWeekly.com* website sums it up as follows: "Risk management software works by identifying the risks associated with a given set of assets and communicating these risks to the business, often through on-screen dashboards. It does this by collecting and collating data across the enterprise information technology (IT) system, and indicating

where the risks lie."

Risk management applications also help businesses to manage their IT risk by, for example, notifying them of security breaches.

The software might also remind businesses to refresh their security applications when events occur. In addition, risk management supports business continuity by identifying potential, and

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actual, IT breakdowns.

From an IT perspective, companies will need to spend money on linking separate systems to ensure overall risk can be seen at one central point. This involves using communications technology that can adequately link the systems together in a way that makes sense of all the risk data.

As well as the technology integration, organisations may well need to be able to put a price on their risk, so that the data can be of use. In addition, they may need to overcome the different attitudes to risk in different departments before spending on technology.

Risk management applications have traditionally dealt with the sort of risk that centres on financial risks, such as credit risk, interest-rate risk, or uncertainty in financial markets. However, the software can also cover liabilities, accidents, natural causes and disasters, as well as deliberate attacks from an adversary.

Many financial organisations, including retail and investment banks, use risk management and compliance software. The reasons for using risk systems varies from mitigating risks from financial investments, to covering security breaches and breaks in business continuity.

Apart from banking and financial services, many other key sectors use risk software. These include: IT and telecoms firms, the energy sector, government and public sector bodies, and the insurance sector. 

Kill or Cura

Cura's Enterprise Risk Management (ERM) software solutions enable organisations to better manage risk and take advantage of opportunities relating to business objectives and goals.

Cura provides a powerful and flexible framework for managing risk, allowing organisations to identify, analyse, evaluate and treat both risks and opportunities. Customers use Cura to:

- embed and integrate risk management in business processes;
- communicate risk and risk treatment widely;
- link risk management directly to decision-making;
- monitor organisational and individual performance against goals and objectives; and
- create a risk-aware culture through enforcement and accountability.

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EFFECTIVE RISK MANAGEMENT

RAYMOND MOUSSA, business development executive at One Vision Solutions, discusses risk management strategies and using software as a risk management tool

In this first of two instalments on the subject, we discuss the first three of seven steps towards better risk management when partnering with best-practice software tools.

1. CONTRACTOR MANAGEMENT

This involves managing the entire lifecycle of the supplier or contractor from pre-qualification, collection and verification of licences, induction and on-site verifications.

A contractor workforce can be a major risk for a business, due to the lack of control the host business has over the worker's processes, skills and training. By utilising a software system, such as Rapid Contractor Management, the relationship between the business and the suppliers is better controlled.

Best-practice contractor management involves comprehensive pre-qualification of the supplier business through the assessment of its insurances, safety management systems and understanding its overall risk profile. Only once approved as compliant should the supplier be able to send workers to attend the site.

Tracking these contractor insurances and individual licences can be burdensome and, without the correct software, the business could be engaging workers

who are unskilled, untrained, or underinsured.

2. INDUCTION OF EMPLOYEES, CONTRACTORS AND VISITORS

The best way to do this is to use online induction software technology to gain time efficiencies, improve training record keeping and increase safety awareness.

The traditional face-to-face method of inducting workers is being phased out; many businesses are recognising the benefits of inducting employees using online technology to improve training results and site safety awareness.

The risks increase when workers move between multiple sites. The risks at one site may not be the same at other sites – each must be assessed independently and each worker inducted to each different site.

Face-to-face inductions create logistical challenges and take up time. When the same information must be presented on different occasions, uniformity of manual face-to-face induction cannot be guaranteed.

An online induction system, such as Rapid Induct, ensures all workers are fully inducted prior to start of work and, when coupled with Rapid Contractor Management, can ensure that only workers from



compliant and fully insured companies are inducted and permitted to work on site.


3. EFFECTIVE INCIDENT MANAGEMENT

Recording and investigating all workplace incidents, and ensuring corrective action is completed in a timely manner, are essential elements of risk control.

Managers who try to ensure the recording and management of incidents in the workplace using ineffective tools endure a never-ending battle. Often, incidents are recorded days or weeks after the incident has occurred, leaving the business exposed to ongoing hazards.

By providing clients with an online method of recording and managing incidents, through Rapid Incident Reporting, the entire lifecycle of the incident is captured and can be effectively managed.

All levels of the business are engaged at the appropriate stage to ensure upper management is notified of incidents that are high on the severity scale. Notifications are sent as soon as an incident is reported, and investigations and corrective actions can be assigned and monitored until completion.

The day-to-day reality of managing risk can be a labour-intensive burden, which can cause short-term inefficiencies as a business struggles to manage its safety risks. Join us in the next issue to find out more! 

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DON'T WAIT UNTIL IT'S **TOO LATE**

While a certain amount of work-related stress is the norm, it should never turn into an actual mental health problem, such as an anxiety disorder or clinical depression. How can employees judge if they, or others, are heading towards this? And what can employers do to prevent the situation from reaching crisis point? PETA LEE explores the topic

Mandy Joubert is a high-powered sales representative; constantly on the go, negotiating and making deals. The pressure to reach high targets motivates her daily grind.

Focus and dedication are her rule of thumb, with no distractions.

Last year her performance dropped dramatically, however, and her declining sales figures were accompanied by increasingly stressful financial pressure.

She was also experiencing marital problems. Her ex-husband and father of her two daughters was refusing to contribute to her children's expenses, and it didn't take long (she had recently remarried) to discover that her new husband was an alcoholic.

"I was desperately unhappy," says the Durban sales representative. "My jaw was perpetually sore from clenching my teeth. My tolerance levels decreased, so I was losing my temper quickly over small issues. My depression led to me shunning social interaction, not wanting to be around people, and I took my unhappiness and bad moods out on my daughters."

Her job was badly affected. "I snarled at colleagues, battled to make sales, and thus reach my targets, and my relationship with my girls disintegrated. I was tired, unhappy and heading towards a complete breakdown."

Joubert made two major decisions: she left her husband, and sought medical help.

Three months later, her life

has turned around. She has regained her spark and vitality, her relationship with her children has improved 100 percent, and her previously impressive sales figures are back on track.

"Luckily, I have an understanding boss who saw what I was going through and allowed me to work through it," she says.

Johannesburg's Dave Forbes, who heads up a bustling architectural practice, believes prevention is better than cure – and he speaks from experience, having been on both sides of the equation.

"My wife and I lost our two-year-old son five years ago, and I suffered from terrible depression for a long time. I nearly lost my business – and my wife – and it took professional help for me to climb out of the dark hole into which I'd sunk.

"I was lucky I was able to turn that emotional corner – which now enables me to recognise anxiety and depression in others, like my staff, for instance. A close colleague was recently treated for depression and I was able to understand his suffering and offer some sound advice."

How do you know when you're heading for a total meltdown?

Alistair Mork-Chadwick, a counselling psychologist from the KwaZulu-Natal Midlands specialising in mood disorders like depression, anxiety and its related challenges, explains:

"For major depressive disorder (MDD) to be diagnosed, most of the following symptoms must be present most of the day, nearly every day. However, if you start to notice certain symptoms creeping into your daily life, then, although you might not be diagnosed as





LEFT:

Major depressive disorder (MDD) often manifests through various physical and emotional symptoms.

clinically depressed, it's very probable you're heading there and should take action to prevent this."

Physical symptoms would include: change in appetite or weight loss/gain; change in sleep patterns, for instance, insomnia, or sleeping more than usual; fatigue/loss of energy; and psychomotor agitation, or retardation.

"Thinking-related symptoms also come into play, like diminished ability to think or concentrate, indecisiveness and recurrent thoughts of death or suicide," Mork-Chadwick adds. "And then there are emotional symptoms, like feelings of worthlessness, excessive or inappropriate guilt and hopelessness."

Alternative symptoms of depression, sometimes referred to as "male-type" symptoms, include irritability, anger attacks and aggression, sleep disturbance, alcohol or drug abuse, risk-taking behaviour, hyperactivity, stress and loss of interest in pleasurable activities.

"The common symptoms of a major depressive

episode, for example, clinical (or major) depression, can make work and daily life almost impossible," says Mork-Chadwick. "Depression often prevents you from seeing the positive side of life and it can affect between 20 and 25 percent of the population at some stage. The good news is it's treatable."

How can employers detect and help to prevent MDD in their staff?

"Bosses must realise that MDD is, in at least 75 percent of cases, the direct result of chronic stress. So try to ensure that staff don't have ongoing or chronic stress at work, and, if stress is part of a particular job, then consider how you can help them deal with it. Perhaps you can make resources available to train employees to deal with stress."

Stress and depression can affect anyone, but various measures can help prevent and treat both. These include a healthy diet and exercise, training in stress reduction (mindfulness-based training is beneficial), therapy and medication. SM



Public Course Schedule: 2016 – Johannesburg

NAME OF COURSE	DAYS	PRICE	DATES
SHE LEGAL			
Compliance Management: Module 2 (HIRA, LCA & COID)	5	R 8 610	3-7 Oct
Legal Responsibility and Accountability	1	R 1 590	2 Sept
OHS Act: A Holistic Approach	1	R 1 270	20 Oct
SHE STANDARDS			
ISO 14001 Awareness	1	R 1 460	4 Oct
ISO 9001 Awareness	1	R 1 460	6 Sept
OHSAS 18001 Awareness	1	R 1 460	28 Sept

NAME OF COURSE	DAYS	PRICE	DATES
SHE MANAGEMENT			
Incident Investigation Course (CAM)	3	R 3 880	8 Sept
NEBOSH: International Certificate in Construction Health and Safety (ICC)	15	R 20 220	7-25 Nov
NEBOSH: International Certificate in Environmental Mngt	5	R 9 670	21-25 Nov

NAME OF COURSE	DAYS	PRICE	DATES
SHE TECHNICAL			
First Aid Level 1 (NFAA)	1	R 1 120	1-2 Nov
First Aid Level 2	3	R 1 600	3-5 Nov
First Aid Levels 1&2 combined	4	R 1 980	10-13 Oct
SHE GENERAL			
HIRA (Hazard Identification & Risk Assessment)	1	R 1 460	8 Nov
SHE Representatives Course	1	R 1 250	29 Nov



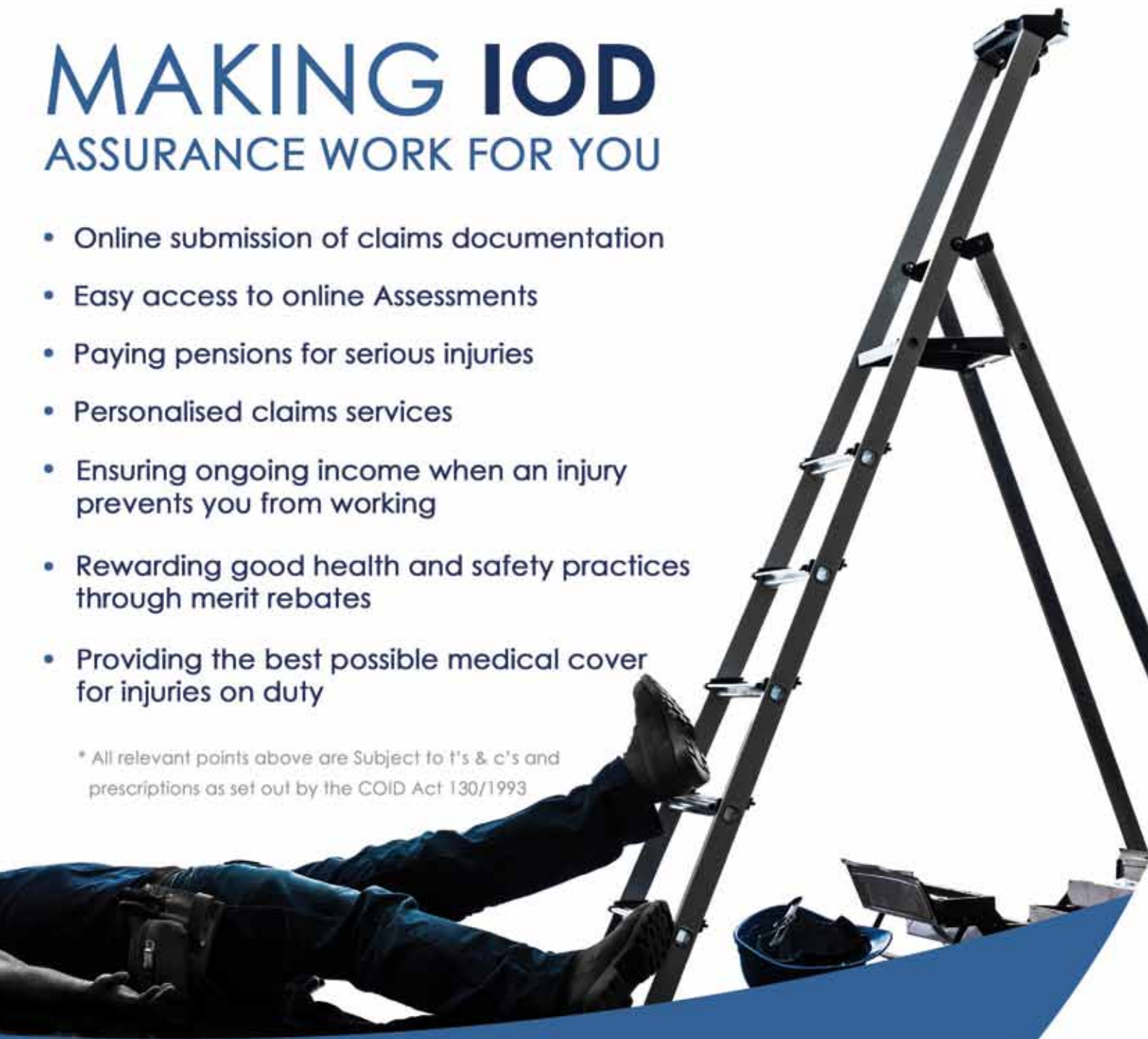
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DON'T FALL FOR THAT

What are the responsibilities of managers, owners and employees regarding slip and fall incidents?

It's impossible to rule out accidents in any industry. The risk of employees, management and even customers getting hurt is, unfortunately, sometimes inevitable. Things get worse, however, when lawsuits start to arise, and the question becomes: whose fault is this really?

In order for employers and employees to protect themselves, they need to be aware of what to do and what not to do when a slip and fall accident occurs.

According to the website *injury.findlaw.com*, slip and fall cases are usually grouped under the broader category of cases known as "premises liability" claims. Slip and fall accidents usually occur on a property (or "premises") owned or maintained by someone else, and the property owner may be held legally responsible.

For an owner to be held liable, it must have been foreseeable that his or her negligence would create the danger leading to the slip and fall incident

THE MANAGER'S RESPONSIBILITY

The responsibilities of the owner or manager regarding slip and fall accidents largely revolve around ensuring that the work-surface area is safe, all potential hazardous conditions are taken care of to prevent an injury from occurring, and that appropriate warning signs regarding a potentially dangerous area

are placed where all employees and customers are able to see them clearly.

If a payout is required, according to *allaw.com* the amount of money the liable party is required to pay is based on the damage to the injured person. This would include the cost of medical bills, loss of income (if they are unable to work due to the injury) as well as some compensation for pain and suffering.

Determining the amount of the injured person's actual financial losses – medical bills and lost income – is easy, and just requires the cost of medical bills and time off work to be added together. The hard part is calculating an amount for pain and suffering.

THE EMPLOYEE'S RESPONSIBILITY

The website *injury.findlaw.com* adds that, in order for a person to be compensated for a slip and fall injury sustained on another's property, there must be a responsible party whose negligence caused the injury. This sounds obvious, but many people do not realise that some injuries are simply accidents caused by their own carelessness.

Therefore, if an employee or customer feels that he or she is not in the wrong and deserves to be compensated, it's their responsibility to contact a lawyer as soon as possible in order to establish who might be at fault. SM

Reaching new heights with rope access

With South Africa's economy stagnating in recent months, many industrial companies are looking for cost-effective means of maintenance that will not interfere with their daily operations. Skyriders marketing manager, Mike Zinn, explains that rope access presents flexibility when working at heights.

"It allows for one to reach all sides of a big structure and quickly get the job done," Zinn notes. "Operations will look for more cost-effective solutions for maintenance work. With rope access, the man on the rope is the man doing the work, which brings more benefit."

For example, the company recently completed a maintenance project of a large coal silo at a power station in Mpumalanga. The silo, which houses 10 000 t of coal, needs to be cleaned at least once a year to prevent blockages. Rope access has proved to be the most cost effective and least time consuming way of inspection and maintenance, compared to traditional access systems.

"During the maintenance period, our technicians go inside the silo from the top,

using rope access, and help get the coal loose and restore flow to the hoppers until it is completely empty. Then they can start loading the silo with new coal."

The maintenance shutdown allowed the eight-man team to undertake its work during the day only.

Similarly, Skyriders was recently tasked with designing, supplying and installing six-metre-long aircraft warning-light masts onto a 212-metre-high smoke stack at a power station in Mpumalanga. The masts were designed for the relatively harsh environment of the power station; where wind loading and various other factors had to be taken into consideration. With the help of RedPro, a designer and manufacturer of engineering products across a wide variety of industries, Skyriders was able to replace the light masts used at the power station.

According to Zinn, there is currently a steady uptake for rope access services in South Africa that allows working at heights to be done efficiently, while saving money.

How to Improve Floor Safety in the Workplace



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Taking slips seriously

Across South Africa, slips in the workplace are a real concern. It's not just sprains and bruises. Slips all too frequently result in bone fractures, and in the most extreme cases, fatalities. Slipping is especially dangerous if the individual falls onto a sharp or moving object, or comes into contact with hot surfaces, or chemicals.



What are the causes?

Contaminants on floor surfaces are very often the culprit. This can be **water, ice, oil, grease, chemical spillage**, etc. It is not just spilt liquids that make floor surfaces dangerous. **Swarf, powders** and other **dry debris** can act like marbles on a floor surface. Uneven and poorly maintained floor surfaces can also cause both slips and trips.



Gripfoot - Grit Tape for Slip Resistance

What can be done?

Floor safety should be evaluated frequently, with regular risk assessments. Carefully consider any risks. Initiating preventative measures, such as the installation of **Anti-Slip tapes, Matting or Flooring** can dramatically improve safety underfoot.

IT ALL ADDS UP TO SAFETY

Fall protection equipment prevents injuries and saves lives. Proper selection, fit and use ensures the safe use of harnesses

According to an article by Honeywell (of which HSE Solutions is the exclusive distributor in southern Africa), fall protection is the leading liability risk in the occupational health and safety industry.

Since everything from harness construction to components can be compared and contrasted, selecting the proper harness to protect your workers can be a confusing process. To help you make an informed decision, here are some tips from safety directors and product managers on questions to ask before you invest in equipment.

Some brands of harnesses do not meet basic safety standards. Before purchasing fall protection products, request written proof from the manufacturers for the following:

1. Are the products manufactured in an ISO 9001 facility?

ISO 9001 certification proves a facility meets strict international standards and represents consistency in the manufacturing process. Quality-conscious manufacturers strive to produce reliable products. Demand the best.

2. Do the products meet American National Standards Institute (ANSI) requirements?

Product labelling is not enough. Not all ANSI-labelled harnesses meet the ANSI Z359.1 and ANSI A10.14 standards. If products are tested and pass the standards, a manufacturer will not hesitate to supply the test results and documentation. Remember, ANSI standards are not regulated, but

are self-policed. Insist on written proof.

3. Does the fall protection manufacturer have a statistical process-control (SPC) programme?


Fall protection products are only as good as the quality of the raw materials and components used to manufacture them. Expect the best.

4. Does the manufacturer utilise independent, third-party testing?

Reputable manufacturers are often members of the Safety Equipment Institute (SEI), or utilise the services of other independent test laboratories that provide written test results and/or certification. Ask for written proof of certification.

5. Does the manufacturer have qualified engineers designing and/or testing products in an in-house testing facility?

Ask for documented results for dynamic drop tests and static load tests. Without testing facilities, how can a manufacturer validate labelling that implies that products meet industry-accepted standards?

Finally, when purchasing a harness, make sure you are buying the correct harness for the application. Remember, employees will more readily and properly wear a comfortable harness that easily adapts to lanyards and other connecting devices. The better the harness, the better your company's chances of employee compliance, which increases safety and reduces liability risk. Most importantly, using quality harnesses saves lives. 



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INSURE OR PERISH!

All companies – from small start-up enterprises, to major corporate organisations – cannot afford to NOT have insurance, as PETA LEE explains

Most people have insurance on their cars and homes, but business insurance is just as important, if not more so.

From small and medium enterprises to giant conglomerates, having proper insurance should be a priority. Business insurance, such as cover against loss of profit, closure and so on, is vital; because it can help a company pay off debts, give employees severance packages and tie up any loose ends. Risks come in all shapes and forms, and, for this reason, finding the appropriate policy is critical from the outset.

For small start-ups, says South Africa's insurance giant Santam, the journey through the first three years, or 1 001 days, is a mix of good and bad times. "The bad days include minor disasters like delivery vans crashing, or stock getting stolen – which is why you can't afford not to have a good policy in place."

Insurance is, however, often seen as a necessary evil, points out Nicky Gray of CookeFullerGarrun, insurance brokers and financial advisers, based in Howick in the KwaZulu-Natal Midlands. "More and more often it is deemed unnecessary by business owners," she says.

Insurance covers a multitude of assets and events, but, generally, the first thing people think about when it comes to insurance is cover against theft.

"While this threat of theft is real, there are many other aspects to consider," says Gray. "For example,

you buy a heavy machine and set up your business in a mini factory. You know you have no risk of theft, and, therefore, believe you do not need insurance at all. It is, however, important to consider the other risks. Who's your immediate neighbour? What if it's a fabric merchant who shares a wall with your business? This would mean there's a significantly higher risk of fire, and, trust me, fires do happen! You could lose everything through no fault of your own."

Companies that haven't insured against this possibility may never recover financially. Even if the fire doesn't spread to your business, your workshop could become inaccessible, due to a fire at your neighbour's business.

While small business risks frequently include fires and special perils (claims resulting from wind, water or hail damage) collisions and vehicle accidents outweigh most big insurers' commercial claims quite substantially.

Gray says that truck owners transporting hazardous goods on our national roads also run the risk of their vehicles being involved in an accident that would result in these materials being spilled. Clean-up costs could run to tens of thousands of rand. If the business is not insured adequately, these costs could mean closure for the company.

"It's critical to insure for the right amount, too," she points out. "Some trucks and larger commercial vehicles are not noted in the TransUnion *Auto Dealers'*

Guide, which is typically used to determine vehicle value. In addition, accessories and modifications for larger business vehicles can be worth more than the vehicle itself."

Another point to consider is that mechanical breakdown is not covered by vehicle insurance, so it's advisable to get specialised cover to ensure that, if a delivery vehicle breaks down, the repair costs do not damage the business as well.

Gray adds: "In an growing litigious environment, a business owner needs to protect his business against numerous unforeseen threats."

"Another example would be if the company's computers are stolen and someone accesses clients' information, clients could sue your company. If the company is not properly insured, you might lose all that you have worked so hard to build. Cyber crime is another global problem, and is a growing threat in South Africa."

Other risks include:

- If a business starts with a bang, it may get "flagged" for an audit by the South African Revenue Service (SARS). The cost of preparation for this could run to tens of thousands of rand. It is possible to

insure against the cost of employing accountants to prepare the necessary paperwork.

- Building business premises? Ensure your contractor has a contractors' all-risk policy. Traditional building owner's insurance does not cover faulty design, so the architect and builder should have professional indemnity insurance in place.
- Group personal accident insurance can be added to traditional commercial insurance policies. This is a relatively inexpensive way to ensure the protection of employees in the event of a work accident. This can be extended to cover them on a 24-hour basis.
- If the product a company has manufactured is recalled, the costs can be huge. It is possible to take out insurance to cover the costs involved in the recall. In this instance, and the bigger the company, the bigger the potential cost. A large company with a multi-national footprint would suffer a greater loss than a small one. Access to crisis-management expertise is invaluable, as a poorly handled product recall can cause irreparable damage to the reputation of any business. With insurance expertise and financial support, the risk can be mitigated. SM



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BEWARE THE PERILS OF OUTSOURCING!

Outsourcing is the flavour of the decade; companies commonly believe that it can lead to cost savings. However, it can have some terrifying quality consequences, too, warns CHARLEEN CLARKE...

The collapse of the Rana Plaza garment factory in Bangladesh was the worst-ever accident within the global clothing industry. On April 24, 2013, the building came crashing down, killing 1 134 people and leaving thousands more injured. People all across the world looked on in shock and horror as the death toll mounted. There were harrowing stories of survival, and of people who had no choice but to amputate their own limbs in order to be freed from the rubble and survive.

The collapse of Rana Plaza brought worldwide attention to deathtrap workplaces within the garment industry, and, according to Professor Ranjay Gulati, chair of the Advanced Management Programme at Harvard Business School, it should also serve as a warning to companies that embrace outsourcing.

"The collapse of the eight-story Rana Plaza garment factory in Bangladesh was a red alert for every company that has embraced the 'virtual organisation' model and the outsourcing that goes with it," he points out.

The lure of the model is obvious. "Virtual corporations shrink the core activities they pursue internally, while relying heavily on outsourcing many of those activities to strategic partners. At the same time, they seek to increase the number and nature of product offerings, many of which are also offered by their partners.

"As a result, traditional corporate boundaries disappear. Staffing, risks, benefits and regulatory compliance are all increasingly externalised, most often to parts of the world where need routinely trumps prudence," Gulati notes.

Rather than manage their own corporate assets, CEOs and other top executives of such corporations are confronted with the seemingly easier challenge of managing relationships with 'partners' or 'associates'.

"Yet, as the Rana Plaza disaster and too many other examples show, every outsourced stop along the supply and production chains holds the potential for tainting the mother ship, exposing it to litigation and diminishing the quality and even viability of its offerings," the Harvard professor warns.

The Rana Plaza incident is, of course, not unique. "Just ask Boeing," notes Gulati. "No firm placed a bigger bet on the virtual organisation model. Its new 787 Dreamliner was going to be the United Nations of manufactured goods: German-made cabin lighting, Swedish cargo doors, South Korean wing tips, and on and on ... a coalition of associates that spanned the earth and, in the end, proved nearly as dysfunctional as the real United Nations often seems."

We all know the mess that resulted. "Outsourcing woes cost the 787 an estimated three extra years of development, required Boeing to bring numerous suppliers inside the company, and culminated in a lithium-ion battery so deficient that the entire



nascent fleet of 787s had to be grounded shortly after launch!"

Boeing's scale was epic, but these problems are far from new. "Nike, Foxconn and a host of others have suffered similar public embarrassments. Such incidents, though, are rising in frequency and complexity as the virtual model spreads and takes root. Apple was recently in the extraordinarily uncomfortable position of suing one of its major suppliers, Samsung, for alleged patent infringement."

Those examples pale into insignificance when compared with Rana Plaza, though. "With that incident, we reached a high-water mark in the human cost of rampant outsourcing," says Gulati.

He warns that, with outsourcing, every step in the supply and production chain holds worrying potential. "As such, if firms are going to continue to

parenting styles have on child rearing in 1966, 1967 and 1971.)

"Her research highlights four parenting 'prototypes' oriented along two dimensions: the level of direction parents demonstrate to their children and the levels of warmth and support. Low levels along both dimensions result in what Baumrind calls 'neglectful' parents. High levels of direction, coupled with low levels of support, produce 'authoritarian' parents," explains Gulati.

High levels of support coupled with low direction, on the other hand, lead to very lenient, "permissive" parents who demand little from their children and bestow too much freedom. "This is analogous to the see-no-evil approach so prevalent with global outsourcing," he notes.

Baumrind's fourth prototype, "authoritative," offers organisations a valuable path between the traditional top-down, inside-the-tent corporate structure and unbridled license to suppliers to do as they please. "Marked by high levels of direction and support, this approach offers children – and by extension corporate partners and associates – freedom within a well-defined structure," Gulati explains.

The authoritative style is both demanding and responsive. "It encourages, in equal measure, entrepreneurial action and healthy self-regulating behaviour. Like authoritative parents, authoritative virtual corporations resist the temptation to micromanage relations with their associates. At the same time, they never leave responsibility for work conditions in the hands of their partners or cede decisions on quality control," he reveals.



ABOVE AND RIGHT:


During 2013, 1 134 people were killed when the Rana Plaza garment factory, in Bangladesh, collapsed.



operate in an outsourced world – and there's no inherent reason they should not – they need to find a more systematic way of thinking about when to move business beyond their own boundaries and when not to, and how to more carefully monitor the partners on whom their virtual model depends. And they need to drive this process deep into their supply and production chains," Gulati advises.

One useful framework for accomplishing this, he says, can be found in a surprising place: the seminal work of psychologist Diana Baumrind on parenting styles. (Baumrind, a leading clinical and developmental psychologist, published groundbreaking studies on the effects that different

Implemented with care, this freedom within a framework sharpens and transforms value creation and innovation. It sets the rules that let outsourcing partners be more creative, efficient and customer focused. It also enables faster response to shifts in the market – something especially important as innovation continues to flow globally, rapidly and often from unknown sources.

Most importantly, says Gulati, this framework helps assure that virtual corporations will be anticipating crisis moments instead of responding to them. "Stakeholders at either end of the spectrum, from seamstresses to stockholders, deserve no less," he concludes. 



E-WASTE

EXTRACTION

SHEQ MANAGEMENT investigates how and where to recycle old electronic devices

Our lives are dominated by technology – apps and sophisticated devices are often considered to be what defines our modern world. We use cellphones, laptops, desk-top computers, iPads, tablets, iPods and other MP3 devices practically every single day of our lives. We also know that this way of life will be refined as we move forward and will not disappear any time soon.

However, one thing we rarely think about when going for that upgrade is: what happens to my old device? Is it resold? Is it stripped for parts? Does the company recycle it? Can it even be recycled?

As it turns out, yes, recycling of electrical or electronic devices has (luckily) become a “thing” in the last few years. Recycling these devices falls under the e-waste (or electronic waste) umbrella, and the term includes electronics that are destined for re-use, resale, salvage or disposal. Generally, these goods have a short lifespan; one reason being the speed at which technology is advancing.

According to the website *africanreporter.com*, e-waste includes computers, laptops, cellphones, entertainment electronics and household appliances. It also includes less obvious items such as cables and spent fluorescent tubes, as well as chemical liquid-based goods such as batteries and printer cartridges that have been discarded.

One important thing to remember when it comes to e-waste, however, is that while it’s a valuable source for secondary raw material, it’s toxic if handled and discarded incorrectly. Luckily, there are more than a few places in South Africa where one can go and drop off old devices to have them recycled.

Established in 2008, the e-Waste Association of

South Africa (eWasa) lists more than 20 organisations that undertake e-waste recycling. These include Ubisi Metals in Benoni, PCs and Stuff in Cape Town, Bolunga Electronic Waste in East London and Zenzele Recycling in Kempton Park.

According to *ewaste.com*, most electronic waste goes through a Waste Electrical and Electronic Equipment (WEEE) recycling system, which not only recycles 95 to 98 percent, by weight, of all e-waste passed through it, but ensures that any data left on hard drives and devices with a memory is thoroughly destroyed as well.

Desco Electronic Recyclers, an e-waste recycling company based in Gauteng, offers secure destruction of any data-storage media (for instance hard drives, backup tapes, ZIP discs, optical media and flash cards), which, it says, can be witnessed during the destruction process. According to its website, clients are provided with a Secure Destruction certificate as proof that their data has been deleted once the device is destroyed.

Desco also extracts copper, zinc and aluminium, as well as ferrous and non-ferrous metals through a process involving shredding, heat and chemical extraction. According to the company, plastic, glass and other materials are separated during the dismantling process, put into bins and sent on to down-stream vendors who specialise in the recycling of those materials.

To learn more about why e-waste is banned from being disposed of in landfill sites take a look at the National Environmental Management Act of 1998 and National Environmental Management: Waste Act 2008. Failure to comply with the Waste Act could result in a R10 million fine, jail time, or, in some cases, both. **SM**




NO MORE SNIFFLES AND SNEEZES

It's that time of year again – when coughing and sneezing are heard throughout the office, and a box of tissues is placed conveniently near your computer keyboard. We take a look at how to minimise the spread of colds and flu

Cold and flu viruses are readily spread when people are indoors, and are often passed along from person to person and surface to surface in the workplace.

Research shows that people are most contagious during the first two to three days of contracting a cold. After being infected with the flu, they are most contagious almost immediately and for about five days thereafter – even before symptoms develop.

There are, however, many actions that can be taken to prevent the spread of cold and flu viruses at work. The United States Center for Hygiene & Health offers the following advice:

1. Wash your hands for at least 15 to 20 seconds with soap many times a day, or sanitise with an alcohol-gel hand sanitiser, especially following contact with potentially contaminated surfaces, such as:
 - Hands or face of others – including handshakes;
 - Doorknobs or handles – including microwave and refrigerator;
 - Copier machine buttons or parts;
 - Another person's keyboard or phone;
 - Coffee pot handles;
 - Elevator buttons;
 - Countertops;
 - Food, or food containers handled by others;
 - Shared books, or other office materials;
 - Shared hand or power tools.
2. Following washing, turn off the tap using a paper towel.
3. Dry your hands with an air dryer, or a clean paper towel.
4. Use a paper towel to open the bathroom door and dispose of it in a rubbish bin outside the door.
5. Use a hand sanitiser between washing.
6. Avoid touching your face and eyes, or rubbing your nose.
7. Wash out your water bottle daily.
8. Clean shared items such as phones, keyboards, handles and door knobs with alcohol wipes or other sanitiser-type wipes.
9. Avoid close contact with anyone who has a cold or flu.
10. Sneeze and cough into a tissue, throw the tissue away, and then wash your hands. If you don't have a tissue, cough or sneeze into your elbow rather than your hand.
11. Drink plenty of fluids, but do not share drinking cups or straws.
12. Get lots of fresh air.
13. Exercise regularly and frequently.
14. Eat healthy foods such as whole grains, fresh fruits and vegetables.
15. Don't smoke and decrease alcohol consumption.
16. Relax – stress can decrease immunity.
17. Avoid contact with known allergens – allergies affecting the nose or throat may increase the chances of getting a cold or flu. 



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