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How air pollution is
DESTROYING CHINA

First-hand
FIRST-AID ADVICE

ERGONOMICS:

the new buzzword
in the boardroom

Transporters reaping
the rewards of
SELF-REGULATION



South African Institute of Occupational Safety and Health

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Saioosh is the recognised professional body for **Occupational Health and Safety** in South Africa. **Saioosh** was approved by **SAQA** as a **Professional Body** for the purpose of the NQF Act, Act 67 of 2008 to professionally register Health and Safety practitioners.

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Unit 17, Northcliff Office Park,
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P O Box 957, Fontainebleau, 2032,
South Africa
Tel: 011 782 1070 Fax: 011 782 1073/0360

EDITOR

Charleen Clarke
Cell: 083 601 0568
email: charleen@charmont.co.za

ASSISTANT EDITOR

Gavin Myers
Cell: 072 877 1605
email: gavin@charmont.co.za

SUB-EDITOR

Jeanette Lamont
email: jeanette@charmont.co.za

JOURNALISTS

Claire Rencken
Cell: 082 559 8417
email: claire@charmont.co.za

CONTRIBUTORS

Albert Mushai
email: albert.mushai@wits.ac.za

Andrew Sharman
email: info@rydermarsharman.com

Brett Solomon
email: brett.solomon@sentsis.net

Brian Darlington
email: brian.darlington@mondigroup.com

PUBLISHER

Tina Monteiro
Cell: 082 568 3181
email: tina@charmont.co.za

ADVERTISING SALES

Barend van Wyk
Cell: 076 217 1883
email: barend@charmont.co.za

Elsie van Wyk
Cell: 072 827 2913
email: elsie@charmont.co.za

CIRCULATION MANAGER

Bev Rogers
email: bev@charmont.co.za

DESIGN AND LAYOUT

Nelio da Silva
email: nelio@charmont.co.za

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AIRPOCALYPSE!

Both the Chinese economy and its people are choking. The reason for this is pollution, which costs the country 6.5 percent of its gross domestic product ... and well over a million lives per year



CHARLEEN CLARKE

Assuming you're sitting somewhere in South Africa while you're reading this article (a fair hypothesis unless you're reading online), I'd like you to do me a big favour. Walk outside. Breathe in the air. Take a huge, deep breath. Enjoy!

Right now, I envy you. I cannot do that – because I'm in Beijing, which is one of the most polluted cities in the world. I arrived two days ago and my host gave me two welcome gifts: a hug and a respiratory mask. "Really? You want me to wear this?" I asked.

"Well, you don't have to. They're not compulsory. Some stupid people don't wear them," she responded.

At least my mask is a pretty shade of pink, but I hate the damn thing. It makes my face all hot and sweaty. I feel as though I cannot breathe and you cannot see me smiling, so I look permanently grumpy.

Still, the other option (not wearing the mask) doesn't really hold much appeal. I would never have considered a mask on my previous visits to this city, but – this time around – things are different. After all, the air quality here in Beijing is now 16 times worse

than New York City. It just feels stupid NOT to wear the silly little thing.

The locals call it "fog" or "smog" – depending on who you're speaking to, but, irrespective of whether you call it fog, smog or pollution, it's now totally out of control. The World Bank states that, out of the 20 worst cities (in terms of air quality) in the world, 16 are now in China.

Furthermore, it states that only one percent of China's 560 million city dwellers breathe air considered safe by European Union standards. Things are especially bad in north-eastern China. In fact, a recent study done by the World Health Organisation (WHO) estimated that the amount of airborne suspended particulates in northern China are almost 20 times what WHO considers to be a safe level – which is kind of scary.

You can actually see the pollution; it's like a dull haze that permeates the cities. On some days, it's very hard to see across the street. Sometimes the airports in Beijing and Shanghai need to be closed due to poor visibility. It's impossible to see a car that's four or five car lengths ahead of you; the vehicles just disappear into the "fog". (I've seen so-called "clean air country" >



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)
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- Manage Safety in the Workplace (PSMP038)
- Analyse Safety Incidents (PSMP049)

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December - February

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12 Months
NQF level 6, Total 48 credits

ADMISSION REQUIREMENTS:

A Senior Certificate, equivalent qualification or appropriate experience.

CONTACT PERSON:

Mr NJF van Loggerenberg
Email: psmp@unisa.ac.za
Tel: 012 352 4378

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.

CONTACT PERSON:

Mr NJF van Loggerenberg
Email: psmp@unisa.ac.za
Tel: 012 352 4357

CBM CONTACT DETAILS:

Email: cbm@unisa.ac.za
Tel: 012 352 4288
Website: www.unisa.ac.za/cbm

tours" being advertised; I can certainly understand the appeal...)

It's not just a visual problem; the "fog" is killing people. Chinese government sources now concede that about a fifth of urban Chinese breathe heavily polluted air regularly. As a result, over 1.6-million people die in this country each year. It's easy to understand why when one looks at the global figures pertaining to greenhouse gas emissions; China is now the largest emitter by far (it passed the United States in 2007 and, thanks to the growth in its economy, it has galloped along happily, spewing more and more emissions into the atmosphere each and every year).

Where is all this pollution coming from? Well, coal

(CFR), since January 2014, the central government has required 15 000 factories to report real-time figures pertaining to air emissions and water discharges. Importantly, this has also been applied to the large state-owned enterprises.

The government has also pledged to spend US\$ 275 billion (R3.9 trillion) to clean up the air via various programmes. Furthermore, China is one of the biggest investors in renewable energy, investing nearly US\$ 90 billion (R1.3 trillion) in 2014 as part of its pledge to cut its carbon intensity (far outspending the United States's US\$ 51.8 billion (R730 billion).

Some 2 500 so-called "polluting firms" are being shut down in Beijing this year alone. Additional



LEFT AND BELOW:

Pollution in China is utterly horrific! In December 2015, the pollution in Beijing was so bad that the municipal government closed schools, limited road traffic, halted outdoor construction and banned manufacturing in factories.

is the number one source of air pollution in China (the country derives 80 percent of its electricity and 70 percent of its total energy from coal). A whopping six-million tonnes of coal is burned every single day to power factories, heat homes and cook meals!

The burgeoning number of cars on the roads isn't helping either – the number of electric vehicles (e-bikes, electric motorcycles and electric cars) is increasing, but there are still millions of vehicles with combustion engines on the roads.

Then there is the massive industrialisation; even in big cities, I'm seeing factories pumping pollution into the (already grey) skies. Urbanisation is compounding the problem, too. (The government wants to have more than 60 percent of the Chinese population living in cities by 2020, up from 36 percent in 2000.)

The situation is now so bad that it's going to be extremely hard to fix. Some say that China doesn't even want to fix the problem – my host tells me that 155 new coal-fired power plants were approved here last year, and that the country has been underreporting its annual coal consumption.


Still, there are some moves afoot to address the issue. According to the Council on Foreign Relations



measures include the use of mist cannons (which shoot a spray into the air to disperse smog particles), the deployment of carbon-tracking satellites that track and reduce carbon emissions, and the development of artificial intelligence to predict bad pollution.

Experts believe that the country's move towards a service-based economy will reduce emissions, too.

Is it a case of "too little, too late"? Elizabeth Economy, director for Asia studies at the CFR, says: "It's too early to tell if the war on pollution is working, but the intention is there. Top leadership has made a commitment to address the problem for the first time in decades."

In the meantime, I think I will stick to wearing my mask... 

THE IMPORTANCE OF GLOVES

I'm an avid reader of your excellent and most informative publication, which I read from cover-to-cover, only to return later and re-read articles that have caught my interest.

As someone with 20-plus years' experience in SHERQ, as well as in medical treatment, rescue and recovery with various emergency services, I would like to highlight a couple of disturbing issues noted when I took a closer look at the photograph used on page 46 of Issue 3/2016.

- The "first-aid officer" has not considered the very first rule when treating a patient, which is so eloquently yet simply provided by Craig Hartley: "The most important principle for the employee is to ensure their own safety and that of the casualty." By not wearing protective gloves when treating a casualty, he exposes himself to blood-borne pathogens, and the casualty to cross-contamination from the bacteria that may be on his hands.



- The "first-aid officer" is attempting to put a conforming bandage directly onto the wound site without first cleaning around it, using a suitable anti-septic solution, to minimise any additional surrounding debris and/or bacteria from entering the open wound. Common practice is to first clean "minor" wounds (like this one) and then apply a sterile dressing on top of the wound followed by a bandage to secure the dressing pad in place.
- For such a "minor" injury, wouldn't it have been beneficial to "promote recovery" by moving him to a more sterile environment?

- I do not see a first-aid box in the photograph, unless it is positioned adjacent to the "first-aid officer's" right leg.

As I have attended training and subsequently worked closely with many of St John's Ambulance personnel during my time as a "rugby medic", I have the utmost respect for the work they do.

I am aware that you cannot scrutinise every word or image for accuracy of content – for all intents and purposes you ensure it passes the "moral and ethical" standards and trust that the advertiser has done due diligence, and that the material is accurate. After all, the organisation is directly associated with the advertisement.

That being said, you are publishing a magazine that is often passed on to others to read, some of whom blindly take what is shown or said as 100-percent correct, without first researching all the facts.

As such, your editorial staff need to be somewhat educated in this field and/or possess a working knowledge of what is acceptable from a SHEQ perspective and then the "common sense" or "reasonable man" approach.

David Hough
Senior SHERQ officer, Just Engineering

The comments all relate to the use of the image with the article. The image was not supplied by Mr Hartley or St John; it was sourced by our art director (who is a designer and not a SHEQ expert). We should have picked up on aspects such as the lack of a use of gloves. So the fault lies entirely with yours truly, and not Mr Hartley, or St John South Africa.

We will attempt to avoid such an oversight in future, by checking the images more carefully and also asking companies, such as St John South Africa, do so.

David has kindly penned a follow-up article concerning H-H-H-A-B-C, the six vital steps in ensuring both you and the casualty remain alive when administering first aid. Turn to page 20 of this issue to read it – ed.

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VOLVO REDUCES WORK-RELATED INJURIES FOR BUS DRIVERS

Spending many hours behind the wheel every day, bus drivers often suffer strain in the shoulders, neck and arms. In order to reduce the risk of work-related injuries, last year Volvo Buses introduced Volvo Dynamic Steering (VDS), which makes manoeuvring a bus considerably easier.

It does this by automatically compensating for unevenness in the road surface and eliminating vibration and involuntary steering wheel movement. When driving at low speeds, the steering is about 75 percent lighter and automatically returns to the dead-ahead position when the driver lightens his or her grip on the wheel.

Now a scientific study has been published that confirms the system's positive effects.

The study – carried out by VTI, the Swedish National Road and Transport Administration – examined muscle strain while driving both with and without VDS, and recorded how much the driver benefits from the system. In the tests, activity in the various muscle groups was measured in left turns, right turns, while negotiating a roundabout and when driving straight ahead.

The results reveal that, on average, VDS reduced muscular strain by 20 to 30 percent. The strain was reduced by up to 70 percent when performing certain manoeuvres. The study also revealed that female drivers, who generally strain more muscles when manoeuvring a bus, benefit as much as male drivers.

"There's no doubt that this type of system improves the driver's working environment. Many drivers experience pain in their joints and muscles, and it is obvious that they benefit from a system of this sort," says Anna Anund, associate professor and head of research at VTI.

After the tests, all 20 drivers reported that they would benefit immensely from VDS in their everyday work and that VDS can reduce muscular pain, above all in the shoulders. "The longer the tests ran, the more positive the drivers were to the system," says Anund.



In 2015, Volvo Dynamic Steering received first prize in the "Safety" category of the European Coach & Bus Week competition. One year after its introduction, more than half of Volvo's long-distance buses sold in Europe is fitted with VDS.

"The VTI study confirms the positive effects of Volvo Dynamic Steering for drivers both on long-distance routes and in urban driving. With the introduction of VDS on our city buses, too, many more drivers will be able to handle tight cornering, roundabouts and other demanding manoeuvres in a far safer and more relaxed way," says Volvo Buses ergonomics expert, Maria Gink Lövgren.



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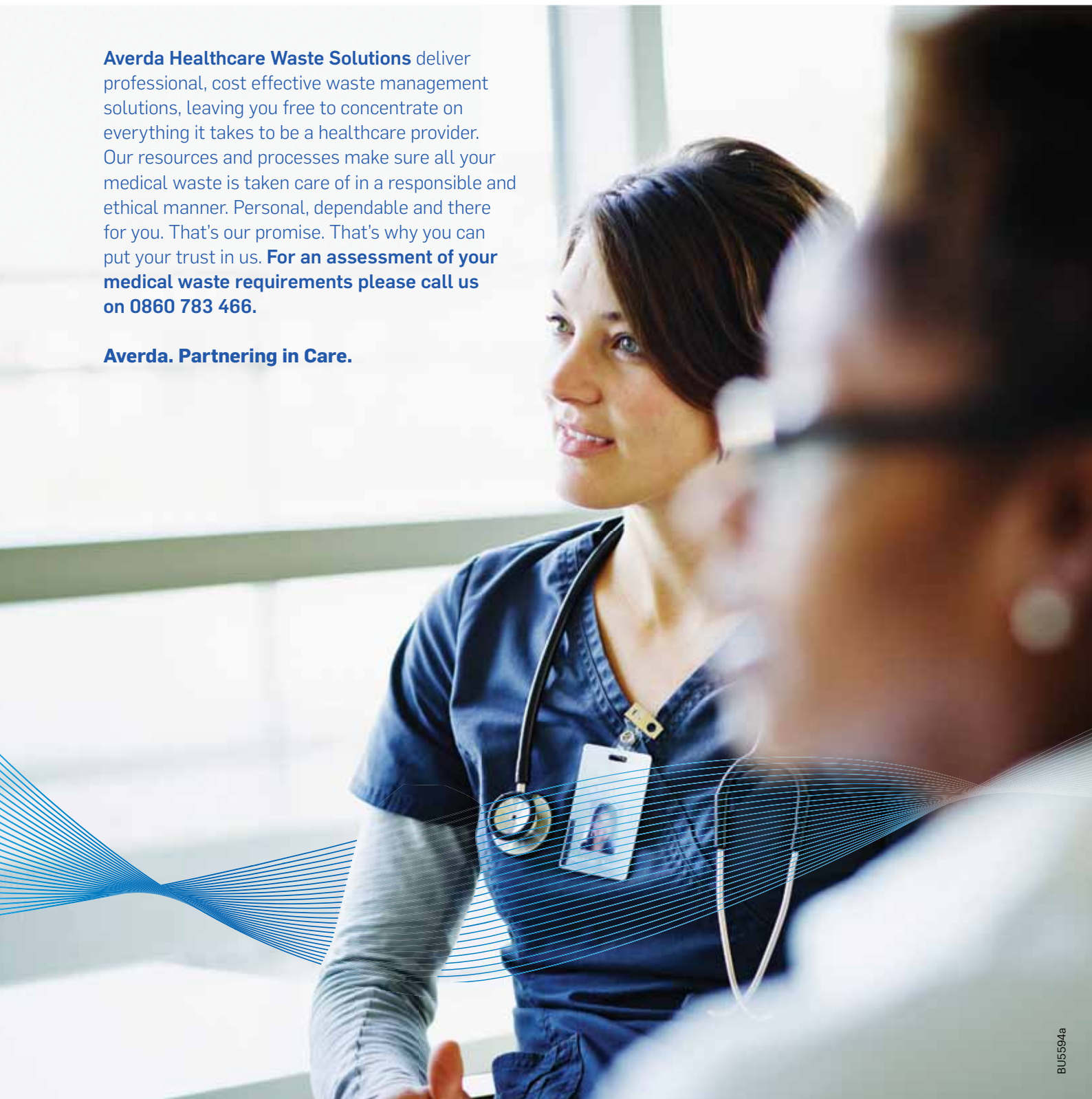
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RIO-CARB ACHIEVES ISO 9001

Rio-Carb has achieved ISO 9001:2008 Quality Assurance accreditation as part of an ongoing process to promote best practice within its operations. The company manufactures wear-resistant chromium carbide-clad liner plates for heavy materials-handling applications in the mining and allied resources industries.

"Our products are highly specialised. We deal with many major customers in the mining industry, where such accreditation is mandatory. We are very proud of having achieved this quality assurance accreditation," says director Jenny Maine, who oversaw the ISO implementation at Rio-Carb.

The adopted quality-assurance processes include holding weekly "toolbox" meetings, making a suggestion box available for employees to put forward their ideas for any improvements, and conducting regular customer surveys in order to be able to benchmark product quality and service offering.

"We are committed to achieving total customer satisfaction through constant improvement in our

















business processes. Attaining ISO 9001 was an important step in achieving this," Maine comments.

The next stage is for Rio-Carb to implement the ISO 14001:2015 environmental management system, which will benchmark its manufacturing processes even further.

"An important criterion for ISO 14001 is resource conservation. Our long-life wear solutions play a critical role in boosting materials-handling efficiency and cost-effectiveness," she concludes.

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CDE SAVES 90 PERCENT OF WASTE WATER



With its global headquarters in Northern Ireland and the establishment of CDE South Africa, CDE Global has the world's largest campus dedicated to the wet processing of materials in the sand and aggregates, mining, waste recycling, industrial sands and environmental sectors.

To meet Africa's high infrastructural demands, CDE has developed washing solutions that are ideal for the quarrying, mining and construction sectors.

"We are now in a unique position to further inform the local market and help our customers to improve their plant performance and efficiency, while at

the same time assist them to realise genuine cost savings for their business by using cutting-edge wet processing technology," says Nicolan Govender, regional manager for southern Africa.

CDE explains that a typical sand washing operation uses a minimum of a hundred thousand litres of clean water per hour; which is converted into waste water and then piped away into a settling dam, at which point it exits the washing system.

With a CDE AquaCycle, 90 percent of this waste water is recycled for immediate reuse by the customer. This minimises water consumption and aids businesses to show compliance when reapplying for water licences.

"CDE is unique in Africa in terms of the range of tailor-made products it offers, which are both high-tech and simple to use. With 22 years of experience in the business, CDE has carved a reputation of excellence internationally. The future of washing is bright in Africa. I am excited about the company's prospects and to be heading the development of our operations in the region," says Govender.



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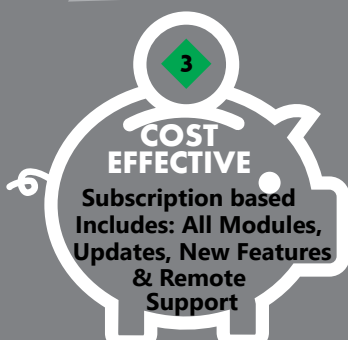
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NEWS FROM THE SAIOSH AGM

Saiosih president ROBIN JONES delivered the 2016 Saiosh Annual Report at the fifth Saiosh Annual General Meeting (AGM) during October



ROBIN W JONES

The AGM was held directly after the Johannesburg Saiosh continuing professional development (CPD) Occupational Health and Safety (OHS) Workshop, which was attended by more than 200 members! These are a few highlights:

THE FIRST MAJOR STEP IN 2016

We realised, in January 2016, when we reached the magic 6 000-member target, that we needed a dedicated full-time CEO to manage the business. A set of procedures was followed, which led to the appointment of our present CEO, Neels Nortje.

MEMBERSHIP

In February 2017, Saiosh will be seven years young. The Institute has already passed the 7 000-member mark. Membership is growing at just over 200 new members per month.

There are now more than 350 corporate members and the number is growing. These members include training providers, personal protective equipment providers and consultants who support our objectives and the work we are doing.

Just over 3 000 members registered under the designations recognised by the South African Qualifications Authority (SAQA) professional body.

COMMUNICATION

Keeping members informed is a key function of the institute's duty to its members. Whether it is notices of meetings, CPD workshops, articles from authors or legal updates, our output of information

is roughly three newsletters per month.

Our official communication through the SHEQ MANAGEMENT journal goes out free to members every two months.

An unusual feature (that perhaps members do not know about) is the "Contact Us" service on the Saiosh website. This is where members, or the public, ask questions about everyday issues. The queries are all answered by the team at the Saiosh office. Currently, the number of queries answered is, on average, 13 000 per year!

WORKING WITH OTHER ORGANISATIONS

Saiosih is an accredited "Voluntary Association" member on the South African Council for Project and Construction Management Professions (SACPCMP) committee. Meetings with the South African Protective Equipment Marketing Association (SAPEMA), the Master Builders Association (MBA), the Federated Employers Manual Assurance company (FEM) and the Department of Labour (DOL) have also been held. At the Saiosh conference, in May 2016, the chief inspector again presented a paper.

CPD WORKSHOPS

Organised by the Saiosh national office, these workshops are held (roughly quarterly) in Cape Town, Port Elizabeth, Johannesburg, Durban and Bloemfontein. Members attend for free and earn CPD points.

All the SACPCMP VA meetings have been attended. The Institute has regularly attended the SAQA forums for an exchange of information with

other professional bodies. SAQA conducted its halfway audit as part of the five-year recognition appointment. We were delighted to get a clean sheet from SAQA. The Free State and KwaZulu-Natal conferences were attended at the end of last year.

CONFERENCES

In May 2016, Saioish hosted the sixth Occupational Health and Safety (OHS) conference at Gallagher Estate. More than 250 delegates attended the conference. There were 11 speakers including two international speakers from the United Kingdom and Saudi Arabia.

In addition to exhibiting at Noshcon in the Drakensberg, Saioish presented a paper at the Interbuild exhibition in Johannesburg in August. The Saioish CEO was invited as a panellist for both the Noshcon and the MBA Congress.

THE LIST OF BENEFITS FOR MEMBERS CONTINUES TO GROW

In our free e-learning programme, currently more than 5 000 modules have been completed. Members have free access to updates on 800 Acts. There is also a 50-percent discount on the subscription to any of the listed Acts.

Saioish makes a financial award to the Top Student of the Year. It is open to full-time students studying for their National Diploma in Safety Management (NADSAM). Second-year students are nominated for this category. The award is paid directly into the successful student's third-year academic fees.

The work done by professionals in the OHS field is recognised through the Safety Practitioner of the Year award. Members may nominate themselves (or a fellow member) for this award, together with a motivation. The nominations are adjudicated by the full Council. This award recognises the work done by a member and has a financial reward.

With the emphasis on obtaining qualifications in OHS, Saioish has finalised a study bursary scheme for members wanting to study for a formal qualification related to OHS. Details have just been published.

FINANCIAL REPORT

The financial report was tabled by the CEO. Saioish needs to specifically acknowledge the most generous sponsorship from Federated Employers Mutual (FEM), which will enable Saioish to widen the services to all members and specifically towards the construction industry. SM



South African Institute of Occupational Safety and Health

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WHY DOES SAFETY ELICIT A DONALD TRUMP- LIKE REACTION?

How much of what is being done to create a resilient safety culture is even necessary? And, are we focusing on the right things?

Neuroscientists explain that what we believe governs what we think and feel, which ultimately drives our behaviour. Recently I experienced this first-hand while driving with a friend. I noticed how he sped up to 133 km/h and initiated the cruise control. Curious, I asked why he activated it at that particular speed when the limit is 120 km/h.

His response was very revealing. According to him, the traffic department only starts issuing fines at 130 km/h. Whether this is true is irrelevant, because, in his mind, this means it is permissible to drive to 130 km/h in spite of the 120 km/h restriction. So, why is he adding the extra three kilometres per hour? He quickly explained that the speedometer isn't 100-percent accurate, which gives him the additional leeway.

My friend has passed his learner's exam, successfully obtained his driver's licence, completed an advanced drivers' course, has over twenty years driving experience and definitely knows the rules of the road. He even believes speeding is unsafe. Nevertheless, he exceeds the speed limit on a daily basis.

Will refresher training get him to slow down? Will another "speeding kills" campaign cause him to change his driving habits? I truly doubt it.

The source of his lack of compliance is not in his driving skills, or knowledge of rules. It is in his belief system. He has rationalised his position to such a degree that he doesn't consider he is breaking the law.

There are countries where the average motorist regards the speed limit as the maximum they are allowed to drive and should typically travel below it. For many South Africans, it seems, the sooner they

can reach the speed limit the better. The result of this mindset has compelled the traffic department to deploy more officers, install more cameras and increase the severity of the fines.

Unfortunately, this has become an incredibly costly solution. To make matters worse, if we look at the ever-increasing death toll on our roads, it is an ineffective strategy. Likewise, I wonder how much of what is being done to create a resilient safety culture is even necessary. Are we even confronting the right issues?

I often hear safety leaders lament: "If my people would just follow the rules." Consequently, they have developed strategies to enforce compliance. These often include further training, safety initiatives, stringent disciplinary processes and rewards for those who do comply.

How many times is a lot of effort and money being spent combating a problem without addressing the actual source? Is it not often simply what people believe? This is not to say that having these measures are unnecessary. However, I have yet to see a plan focused entirely on people's beliefs concerning safe production.

If I believe safety is a waste of time or a hindrance to meeting deadlines, whenever possible, I will avoid taking the necessary precautions. On the other hand, if I am convinced that working safely is fundamental to reaching production targets then I am going to approach my responsibilities differently.

Fortunately for us, it is usually relatively easy to find out what we believe. Simply say a word and notice your reaction. Try, for instance: Blue Bulls, mother-in-law or Donald Trump.

If you are a true Blue Bulls fan, as soon as their name is mentioned you experience a sense of pride and loyalty. If you support another team, you will





“ It is relatively easy to find out what we believe. Simply say a word and notice your reaction. Try, for instance: Blue Bulls, mother-in-law or Donald Trump.

most probably respond with some sort of jeer. If you have a close relationship with your mother-in-law, when you hear her name, it releases a sense of warmth and affection. The opposite will also be true.

If you asked your team about the importance of safety, what would their first thought be? It isn't enough to say people are negative or positive. The notion of positive and negative is too broad and general to assist us practically. They are not concrete ideas we can analyse, challenge and shift. If we want to make real in-roads, it is essential to be completely aware of the prevailing mindsets.

One of the biggest challenges leaders face is creating a work environment where there is sufficient trust for people to be open and frank

about how they feel about safety.

Having an honest appraisal as to what people believe is priceless. It affords us the opportunity to find out where or why beliefs were formed. There may be valid reasons for people's resistance that need attention.

With this insight, we can devise sound strategies to address the demands and realities of working safely. This also allows us to find out exactly what attitudes are undermining our safety philosophy.

Now we can tackle head-on the specific beliefs that are counter-productive to our safety culture. In doing so, we will be far more effective without wasting unnecessary time, effort and expense on initiatives that aren't necessary. SM



Dr Brett Solomon is the CEO of the Kinetic Leadership Institute and is a recognised leader in combining neuroscience, change management and leadership theory to drive cultural transformation processes. Brett specialises in neuroleadership, particular understanding in particular what drives human behaviour when it comes to making safety decisions. He has been involved in numerous safety culture change initiatives throughout South Africa, Australia, Canada and Saudi Arabia.

IT AIN'T WHAT YOU DO

Over the last couple of decades, solid management systems and behaviour-based safety programmes have been regarded as the silver bullets for improving safety performance, but do they warrant the accolades? ANDREW SHARMAN isn't sure...

Traditionally, when it comes to workplace safety, we focus on the "what" – the processes, systems and activities; the audits, investigations and inspections; and the reviews, checks and balances. Safety departments load up on action lists as they devise strategic plans that move them forward in their relentless pursuit of zero accidents.

Chief executives articulate their company-wide expectations for safety. Managers start meetings with a moment on safety. Objectives are handed out down the line. Employees are tasked with identifying a quota of near misses each week...

Is this the best way to achieve our goals and aspirations in workplace safety?

STARTING WITH THE "WHY"

Just a couple of years ago, Simon Sinek shot to fame with his TED talk focused on the importance of working out the reasons why we do what we do. His book, *Start with Why*, became mandatory reading on the lists of many business schools, as leaders were compelled to find their "golden circle" and hit on the real reason they do what they do.

At around the same time, there was an organisational resurgence of social conscience as safety policies, programmes and campaigns repositioned people at the heart of safety with

slogans like "safety first" and "good safety is good business".

Mirrors in washrooms declared that "YOU are responsible for safety" and photographs of workers' children adorned canteen walls reminding Mummy and Daddy to come home safely, as health and safety practitioners explained how safety could benefit the so-called corporate "triple bottom line" of people, plant and profit.

Starting with "why" does sound like a sensible suggestion; Sinek may be on to something, but, once we've confirmed why we're doing safety – to keep our people safe and working efficiently – if we revert back to doing what we've always been doing with those systems, audits and inspections, will it really get us to where we want to be?

INSANITY AND THE PRESSURE OF LOOKING GOOD

I've lost count of the number of leadership team meetings I've sat in where the safety manager confidently strides in to present the latest data. Usually received by a team with heads hung low in indifference, he or she regales them with a colourful PowerPoint showing the latest Looking Good Index (or LTI Chart as some like to call them) and the general response is along the lines of "very good, keep going. Okay, now let's discuss finance".

Back out of the door inside of five minutes and that's it – he or she goes on to more of the same.

Albert Einstein defined insanity as "doing the same thing over and over and expecting different results". Now, despite living just a stone's throw from where he lived, I'm no Einstein, but I totally get where he was coming from.

SEARCHING FOR SILVER BULLETS IN SAFETY

In 1964, Ella Fitzgerald gently crooned "It ain't what you do ... it's the way that you do it." Never regarded as Ella's best work, the downtempo melody was enjoyed by some, but largely fell away unnoticed by the masses. Then, in 1982, Fun Boy Three and Bananarama covered the song and it hit the top of the charts in the United Kingdom.

Despite the popularity of the tune, I can't help but wonder whether society-at-large has missed something. Today, a full 52 years after hitting the airwaves, the original lyrics are still buzzing around my head and frequently feature in my discussions

organisation, as they lurch towards an ever-uncertain future.

As we contend with the dynamics of operating in a rapidly changing globally interdependent world, business leaders are constantly having to rethink the way, and the very nature of how, they lead, how their organisations operate, and how their people work. Shouldn't health and safety practitioners be doing the same?

HOW DO YOU "DO"?

The HOW Report undertook a study with around 40 000 employees across 17 countries and revealed some fascinating insights. Top of the list was that self-governing organisations (those that go beyond classic models of compliance) are the ones that perform best in the marketplace, both locally and globally.

Every one of these organisations seem to have three things in common: (1) they have solid values that guide the way they operate, (2) they build and consistently encourage a strong sense of trust, and (3) they deliberately define and focus hard on their purpose – or as Sinek says, they totally know why they are doing what they're doing.

In our own work, which involves improving culture and enabling excellence in safety for organisations around the globe, we find that these three things are there in every company we consider to be "best-in-class" in terms of safety.

How isn't just a question, it's the answer, too. We've evolved through the stone age, the industrial age, the age of technology, and we're now in the age of uncertainty. To be precise, we're in the "era of behaviour".

Trust, values and a sense of purpose form the currency of the working world – well, at least in those organisations that are thinking ahead of the curve – as they act as the glue to bind together leadership, governance and management systems, and define corporate culture.

In recent years, we've learned that culture is the differentiator. From the tech-heads at Google, Apple, and Facebook, to the pioneering brilliance at Tesla and Space X, to the new age wholesome-nutritious food movement and barista coffee bars, and, of course, the enduring stability of Rolls-Royce, Ford, Kelloggs and others from the old school.

No matter where you look today, the defining factor is behaviour. It's the single most important differentiator, and it alone allows organisations to outperform their competitors, and even their own performance plans.

The HOW Report revealed four principal findings:

1. Self-governance is rare across the globe with only three percent of respondents reporting a high level of self-governing behaviour within their organisations.

While many organisations have at least some degree of self-governance, it's rarely their main modus



with leaders around the globe, as they seek the "silver bullet" to creating a step-change in their organisational safety cultures.

When I tell the leaders the same thing, the response is usually a dismayed grimace. There ain't no silver bullet. It really is about how you do what you do that makes the difference.

In 2016 – recognising the challenges of modern business life – the HOW Report set out its manifesto for rethinking the source of resiliency, innovation and growth. The report begins with an apparently simple proposition – it's becoming increasingly difficult to align employees to deliver against the progressively complex and challenging objectives they are given.

It argues that these objectives are presented to workers as a result of the growing challenge faced by business leaders – not simply to manage organisations and employees, but also to worry about the state of the economy and the society, which envelopes their



operandi. Command-and-control relationships between leaders and followers continue to dominate the working world and, when it comes to matters of workplace safety, manifest as rules and policies, safety objectives and performance-based recognition. Activities such as generating pre-requisite numbers of near miss reports, or attaining certain injury frequency rates, are rewarded.

2. Self-governing organisations outperform other types of organisations across every important performance outcome.

Self-governing organisations consistently outperform competitors, because they are more innovative, adopt best-practice ideas faster and retain high-quality employees by generating higher levels of job satisfaction.

Further, they experience less misconduct, as a just culture encourages employees to report misbehaviour and feel free to speak up and share their ideas and experiences without fear of reprisal.

3. There is marked disconnect between senior leadership and employees.

Time and time again executives paint a brighter picture of the organisation than that of the employees. Isn't the same true in safety as managers conclude that accidents were the fault of an employee's lack of intelligence, attention, competence, failure to follow rules, or just plain bad luck?

4. Trust, shared values and a deep sense of (and commitment to) purpose produce a significant competitive advantage.

Trust, values and purpose have twice the positive impact on performance as the HOW Report's second tier of behaviours, which included information-sharing, collaboration, speaking up, resiliency and operational efficiency.

Where organisations have a solid foundation of trust, values and purpose, this has an amplifying

effect on the second-tier behaviour, which produces a much stronger impact on positive outcomes and in developing a robust, sustainable corporate culture.


5. How we do anything means everything.

What does all this mean for safety? Well, culture as a deliberate, conscious, living long-term strategy can certainly answer the "what" question – and be the key to organisational difference, opening the door to sustainable success in the 21st century.

Behaviour is the single biggest differentiator in business today, so the "how" comes down to the ability of the leaders to step through the door and pioneer new approaches on the journey to zero accidents, good governance and effective leadership.

Some suggestions (tweaking those given in the HOW Report) for safety leaders might include:

- Sharing stories that exemplify how our (safety) values come to life;
- Seeking feedback to strengthen (safety) leadership and increase impact;
- Regularly pausing to discuss (the organisation's) purpose (or mission);
- Making everyone feel part of the overarching purpose or mission;
- Regularly connecting with teams (about safety) in meaningful ways;
- Encouraging others to speak out (about safety) and voice their opinions;
- Providing autonomy to people and the resources to achieve;
- Holding selves and each other accountable to (safety-related) standards of conduct in line with (the organisation's values).

What about the "why"? Well, that's entirely up to you. Just bear in mind Ella's advice: "It ain't what you do, it's the way that you do it, and that's what gets results". 



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.

From Accidents to Zero

A practical guide to improving your workplace safety culture

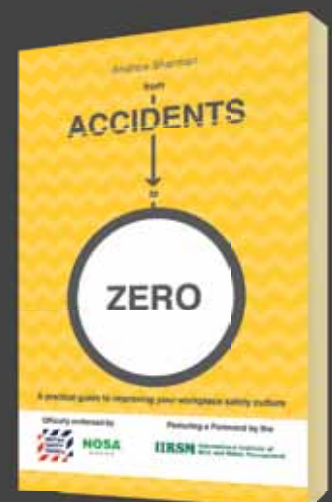
Thought-provoking and insightful. From Accidents to Zero progressively pushed me to see new connections, and new ways to address organisations' safety culture and risk management challenges.

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



FAILING TO PLAN IS PLANNING TO FAIL

Developing safety and health improvement plans is an important tool in ensuring a focus on the right safety issues is maintained

As part of the drive to eliminate injuries and improve safety standards and performance, safety professionals and managers risk falling into the trap of trying to focus on too many issues at once.

This tendency can be exacerbated immediately after an incident has occurred, when trying to prevent a repeat incident, sometimes at the risk of further disrupting the strategic safety and health plans.

Safety and health improvement plans help to align managers, front-line managers and employees on the important issues that need to be addressed to ensure continuous improvement and adherence of the safety standards, an improved safety culture within the organisation, as well as an improved safety performance.

These safety and health improvement plans should be developed and updated on a rolling basis, rather than annually. That way the plans remain up to date, accurate and relevant.

Once signed off by management, these plans should form the basis for the safety and health programme going forward.

In certain circumstances, it is understandable and appropriate that incidents, which occur during the year (specific to a company, or the industry in general), give rise to additional items being added to the plan. This should, however, be the exception rather than the rule, and is often indicative of the seriousness of the incident or issue at hand.

It is important that the company and its management team remains aligned on the agreed plan, that they contribute to the completion of the action items by their due dates, and remain focused on the desired intention of the safety and health plan.

Management should try not to focus on too much at once. Instead, the main concerns should be identified, with regard to the safety culture of the organisation, as well as the top five or ten risks specific to the site. Thereafter, with appropriate employee engagement, the management team will be well placed to develop suitable action plans that address the issues effectively.

When developing action plans to address the top risks (as part of safety and health improvement plans), management should consider the hierarchy of controls to identify suitable controls that will eliminate, substitute, or at least engineer, the risks out effectively. Only if none of these options are possible, should robust controls and procedures be developed to reduce the risks to an acceptable level.

It makes sense to do more with less. Don't try to focus on too much at once ... without doubt there is greater impact when addressing fewer action items more thoroughly, than when addressing many action plans without closing out all items.

Failing to plan is planning to fail, so develop sound improvement plans and ensure all persons are aligned in achieving the agreed milestones. This will go a long way towards achieving the desired safety culture, standards and performance. 



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.



SUING THE ROAD ACCIDENT FUND

The recent case of *Lategan versus Jansen van Vuuren; Intercape Ferreira Main Liner and others ZAECDC 2016 September*, involved a straightforward enough matter: Is a passenger in a bus, injured in a motor accident, entitled to sue the person who is alleged to have caused his injury?

Why has this matter arisen only now? After all, motor vehicles have been around for over a century and there have been accidents from the beginning. The answer is simple: After the Motor Vehicle Insurance Act 29 of 1942 was passed, persons injured in motor accidents sought compensation from the fund established in terms of the legislation.

The current legislation is the Road Accident Fund (RAF) Act. One would thus have expected that the injured passenger would seek compensation from the RAF. The injured passenger in this case was also an employee; the co-driver of the bus. He would also be entitled to workmen's compensation.

If he is entitled to compensation, why sue? The answer is not given in the court case, but it is probably because the compensation is becoming increasingly limited in terms of the statutory schemes. As this becomes clearer, other avenues for claiming compensation will be sought such as the common law of delict.

The accident took place more than six years ago, in April 2010. The bus collided with two horses allegedly belonging to the defendant, Jansen van Vuuren. Lategan was sitting next to the driver when the accident occurred.

It has been accepted for a long time that an accident involving a collision with an animal constitutes a motor vehicle accident for purposes of the RAF Act. The defendant argued that, even if it is held he was

negligent, the driver was also negligent and thus becomes liable to contribute towards the claim.

CLAIM AGAINST THE RAF

The liability of the RAF to compensate victims of motor vehicle accidents is governed by Section 17 of the RAF Act, which provides that the RAF shall be obliged to compensate any person for damages suffered as a result of bodily injury " ... caused by, or arising from, the driving of a motor vehicle by any person ... " if due to the "negligence, or other wrongful act, of the driver or of the owner of the motor vehicle, or of his or her employee, in the performance of the employee's duties as employee ... ".

If the driver was held to be negligent, then the passenger as the injured party would be entitled to compensation from the RAF. There would thus be no need for the passenger to sue the owner of the horses.

Since Lategan was both a passenger and an employee (albeit there was some confusion which company had employed him) section 18 is also applicable.

This provides that when a plaintiff was "being conveyed in or on the motor vehicle concerned and who was an employee of the driver or the owner of that motor vehicle ... " and the plaintiff " ... is entitled to compensation under the Compensation for Occupational Injuries and Diseases Act 1993 ... " the liability of the Fund is the difference between that which he could otherwise have claimed and that to which he is entitled by way of compensation in terms



of the Compensation for Occupational Injuries and Diseases Act (COIDA) 130 of 1993, and further that the RAF "... shall not be liable under the said Act for the amount of the compensation to which the plaintiff is entitled thereunder".

This would indicate that Lategan is entitled, in the first instance, to compensation from workmen's compensation and the difference is to be paid by the RAF. In terms of section 21 of the RAF Act, neither the driver nor the owner can be liable to pay compensation.

Both parties are protected from liability by this section, since any liability that would have attached to them is transferred to the RAF. The Act mandates every driver to contribute to the RAF and in return drivers or owners of motor vehicles are relieved of personal liability for bodily injury or death arising from their negligence, or other wrongful acts, while driving or using a motor vehicle anywhere in South Africa.

CLAIM FOR WORKMEN'S COMPENSATION

Assuming Lategan was entitled to workmen's compensation, then, in addition to section 18 of the RAF, section 35 and section 36 of the COIDA becomes applicable.

Section 36 of COIDA provides, that "If an occupational injury – in respect of which compensation is payable – was caused in circumstances resulting in some person other than the employer of the employee concerned being liable for damages in respect of such injury ... the employee may claim compensation in terms of this Act, and may also institute action for damages in a court of law against the third party;" and that "In awarding damages ... the court shall have regard to the compensation paid in terms of this Act".

THE OUTCOME

At this stage of the court case, the only issue in dispute was raised by the bus company. Lategan attempted to join the bus company as a co-defendant. The bus company objected, arguing it had no liability towards Lategan.

The rationale of joining the bus company was probably because it would be vicariously liable and a conceptual danger would be: if the bus company was not before the court, any action based on vicarious liability could be non-suited by its absence.

The bus company, however, persisted with its defence. First by virtue of section 21 of the RAF, it was argued on behalf of the bus company that it is excluded from liability, and second, in terms of section 35 of COIDA, no action could be brought against it.

The court agreed. In law no basis exists to hold the bus company (first as the owner of the bus, and second, as the employer of Lategan) liable. The court

thus (correctly it is submitted) dismissed the case against the bus company.

In coming to this conclusion the court made two important points. First, the RAF does not create any new liabilities. The liabilities that exist are founded in the common law; in this case the law of delict.

Second, the RAF is substituted as the wrongdoer in the place of the bus company. So, the wrongdoer is, in fact, before the court. Therefore, any concern, that by omitting the bus company the risk is created that the wrongdoer may not be before the court, is misplaced.

Where does that leave Lategan's innovative action? That is for the parties to settle between themselves and if they are unable to do so, to return to court. How this should play out is not spelt out. We can only suggest the outcome. It is not clear that this is the outcome pointed to in the case thus far.


First, assuming the argument is upheld that both the farmer and the driver were negligent, then what? The court clearly took the view that if the farmer is sued and held to be liable, then the farmer would be entitled to a contribution from the RAF.

So, for example, assume the negligence is apportioned 70 percent to 30 percent against the farmer and driver. The farmer would pay the 100 percent and be entitled to 30 percent from the RAF. Since both the farmer and the RAF are before the court, the court could order the farmer to pay 70 percent and the fund 30 percent. There are, however, several problems with this approach.

First, the apportionment is not usually done against an innocent party; it is usually done against a plaintiff who is partially negligent.

Second, if contribution is to be paid by the RAF, since the RAF is a creature of statute, that obligation has to exist in the statute itself – it is unlikely that the common law of contribution can be imputed against the RAF.

Third, the obligation of the RAF is no longer the common law basis of delict. It has changed in recent years and will continue to change as it becomes a no-fault benefit scheme. A further consideration is that Lategan is entitled to workmen's compensation. Any court, in making an award to him, would have to take into consideration the amount he is entitled to receive from the workmen's compensation scheme.

What would be the position if he never claimed from workmen's compensation? It probably would make no difference – he is entitled only to the difference between what the RAF would have paid and what workers' compensation would have paid him had he claimed. These matters are currently unclear, but no doubt this will not be the only case of this nature. We await clarity from future cases. 



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.



KNOW YOUR H-H-H-A-B-C

Having been on both the receiving end and the treatment side of injuries during his 25 years as an artisan, volunteer firefighter, South African Police Service reservist, rugby medic and later a SHERQ officer and manager, DAVID HOUGH has had the benefit of seeing things from both sides of the coin...

Most people think that rendering first aid is simple and "anyone can do it". For the most part they are correct. However, the ability to ignore the stress, tension and chaos around you when treating a severely injured person is nothing to joke about.

Listening to the stories of emergency services' personnel brings a consistent thread to the fore: they were all trained very thoroughly for this particular job and they continue to receive training each and every day. A vital part of this training deals with one of the most overlooked issues when preparing to render first-aid treatment.

This is the "safety" aspect... It's an issue we often take for granted. We see someone in need of help and all too quickly our mind switches into "machine mode", the Superman cape comes out and off we go, with little or no regard for the safety aspect of what we are about to attempt.

Part of the foundation training any first aider receives is the H-H-H-A-B-C. These letters indicate six vital steps in ensuring both the first aider and the casualty remain alive.

H – Hazards; **H** – Hello; **H** – Help; **A** – Airway; **B** – Breathing; **C** – Circulation.

Although the H-H-H requires absolutely no training at all, unfortunately the A-B-C does. If done incorrectly, more harm can be done than good. As such, I will not expand on these items, but focus more on the "easy stuff".

Both law and best practice dictate that what is seen on the television and movie theatres should be ignored, and an accredited course should rather be attended to learn the correct, safe way to "promote recovery" of a casualty by "doing no harm".

HAZARDS

Most safety personnel should know what these are, and can easily identify them under normal day-to-day situations. What about when you only have a split second to identify, assess and react?

Typically, we all spot the big things; machines running, traffic, and the like, but we don't always see the little ones such as: fuel on the road, electrical current, silica dust and blood-borne pathogens.

Before considering rendering first aid, we need to perform a risk assessment of the scene. Simply put, we need to ask ourselves three questions: Is it safe for me? Is the casualty safe? Is it safe for me to access the area?

If the answer to any one of these questions is "no"

then it is not safe to render first-aid treatment. Even though people may be trying to force you to assist, common sense dictates that there should rather be one casualty than two.

Let's consider each of the questions individually:

Q1: "Is it safe for me?"

We need to look at issues such as: What can affect me and cause me harm? One of the most common mistakes untrained people make is to provide treatment without their first line of defence – suitable latex or nitrile gloves – against blood-borne pathogens like HIV, hepatitis B and viral haemorrhagic fever, to mention but a few that can be transmitted via fluids such as blood.

Dressings, bandages or splints can always be improvised, but there is no way to improvise when it comes to gloves. Use proper gloves, or don't do it at all! A box of decent latex gloves costs less than R100, and the container is about the size of a box of facial tissues. Why take the chance?

Q2: "Is the casualty safe?"

In this instance there is role reversal: instead of the casualty infecting you, you are now the danger, as there is the possibility of bacteria on your hands, which can be passed on through contact. This is another reason to ensure that you have suitable gloves.

Q3: "Is it safe for me to access the area?"

Is there a potential for something to happen to you or the casualty while accessing the scene, or while on scene? If so, then you cannot begin providing assistance until that danger is removed, or mitigated. Situations falling into this category include: traffic, unstable structures, machinery that is moving or has potential to move, energised systems, fuel, fire and a hostile environment.

HELLO

Most of us take this for the simple form of greeting that it is, but in this case it is the quickest way to assess your casualty's brain function and condition.

If he or she answers immediately it usually means that the injury may not be as severe, and at least they can tell you what happened, how they feel, where it hurts, and so on.

If there is no response, tap them on their shoulder and talk to them. If they don't answer, things may be much worse than they initially appear, and could include heart attack, stroke, head/brain injury or internal injuries.

This is also an efficient way to gain information from your patient to convey to the emergency

services when requesting assistance. It helps the dispatcher when you can give accurate and concise information. All you have seen, heard, experienced up to this point is vital when completing the last "H".

HELP

Notifying the emergency services is as simple as picking up a telephone and dialling one of two cost-free numbers; 10177 from a landline or 112 from a mobile phone. If you find yourself in a workplace-related incident, refer to your company's emergency response plan and contact the relevant private ambulance service.

Once through to the dispatcher, some specific things need to be done to streamline the process. If you are unable to do this yourself send a bystander, and don't forget to give him or her all the information you have gathered.

1. Identify yourself. State first-aid training (if any) and/or whether a first-aid officer is present on scene.
2. Give your contact number, preferably a mobile number.
3. Provide the location of incident. Note landmarks as reference points, especially in rural and township areas.
4. Give the number of casualties.
5. Describe the condition of the casualty or casualties. For example, highlight whether they are badly injured and whether cardiopulmonary resuscitation (CPR) is in progress, whether there is loss of limb, or a possible broken limb.
6. Answer any questions from the dispatcher before ringing off.
7. Do not end the call until the dispatcher has rung off.

I have often been part of crews dispatched to scenes that are in other provinces. There is nothing more frustrating for the crew (who are aware of the urgency of the casualty's condition and required treatment), being sent to the wrong details of the area and wasting valuable time.

This is why all the information you have gathered in steps 1 and 2 are so vital, and why it is so important to give a contact number so the emergency services can call you if they cannot locate the accident scene.

These are all equally important links in the chain of survival for the casualty and the simplest of things to perform without any specialised training.

If one of these links is broken, the entire chain falls apart. The use of common sense is our instinctive way of knowing what we should or shouldn't do.

Don't take the chance. If in doubt ... get out! Then call the professionals... 



David Hough is the senior SHERQ officer at Just Engineering. Over the past 25 years, he has worked in a vast number of industries including construction, emergency services, engineering, law enforcement, marine, oil and gas, petrochemical and power generation. After a near-fatal incident in 1995, he vowed to never again underestimate the value of a life and to make a difference in the lives of others through education, upskilling and caring about more than just "the job".

WHY YOUR COMPANY SHOULD BE ISO 22001 CERTIFIED



Anyone who has played in the food and beverage field knows that maintaining quality and hygiene standards are crucial to success. No matter how small or new a business may be, the ISO 22001 guidelines should be its mantra, says ASTRID DE LA REY

In the food and beverage industry there are so many moving parts and so many points at which contamination is possible, that quality control is essential for the survival of a business. One misstep can easily ruin the reputation of any company in the industry.

The International Organisation for Standardisation (ISO) – a non-governmental organisation that strives to help companies keep their standards at the highest level on a global scale – has created a set of guidelines specifically aimed at the food and beverage industry: ISO 22001.

It covers the entire food chain – from production to point of sale – and is a crucial guide for any such company looking to succeed. ISO 22001 focuses on procedure and best practices across the board and is the most effective way to ensure a company is operating at the highest standard.

The ISO 22001 guidelines are applicable to all players in the food and beverage industry – from farms and packaging firms to transport, handling and restaurants.

For those who are getting flustered by all the acronyms, ISO 22001 is part of the ISO 22000 “family”

of standards; all of which are focused on the food and beverage industry.

The ISO 22001 guidelines are effective because they incorporate aspects of ISO 9001 (which is essentially a list of hygiene principles) as well as aspects of hazard analysis and critical control points (HACCP), which identify every conceivable point of risk in the food chain.

The ISO 22001 guidelines combine the basic health and safety principles of the industry with the more structured and scientific approach of HACCP. The result is a brilliant system that will give a company the tools and foundation with which to thrive in this extremely competitive industry.

THE BENEFITS OF IMPLEMENTING ISO 22001

- It is a preventative approach to food and beverage safety. Recently, a lot more emphasis has been placed on being proactive, rather than reactive, when it comes to the food industry. Not only does this ensure fewer unsavoury incidents, but it means huge financial savings in the long run.
- It is a clear framework that can be applied to any step in the food chain. It has tried and tested

RIGHT AND BELOW:

For all in the food and beverage industry, ISO 22001 creates a solid foundation from which to provide the best products and service.



- It shows that a company is dedicated to customer satisfaction.
- It boosts a company's image. By implementing ISO 22001 a company is more likely to attract suppliers and partners that adhere to the same standards. This benefits all aspects of a business, as it will be working with the best in the industry.
- Customers and retailers are becoming more "standards savvy" and will often require their suppliers to be ISO certified. In this regard, an ISO 22001 certification will help to broaden the scope of a business.

procedures, which can be audited according to international standards.


- By implementing these standards it is possible to easily identify areas that need improvement, which leads to fewer customer complaints. The guidelines also assist in finding the best solution for any areas that aren't performing up to standard.
- The ISO 22001 guidelines greatly reduce the need for and, therefore, the cost of end-product testing.
- Following these guidelines and providing evidence of all the safety steps that have been taken along the way will make it possible to avoid negative publicity in the event of a recall. In other words, it helps to keep facts straight and filing systems in order and is solid proof that a company aspires to the highest standards.
- If implemented correctly, these guidelines will help everyone in an organisation to understand why it's so important to have strict standards, as well as how to achieve them. This, in turn, should improve staff performance and morale as there's a better understanding of the company goals. If staff understand the reason behind health and safety regulations, they are more likely to follow them.
- It makes staff training so much easier, as there will be a blueprint of all necessary training, and specific areas can be referred back to whenever necessary.
- ISO 22001 will lead to a cleaner and healthier environment overall.

- ISO 22001 helps an organisation to be structured in a way that makes it easier to conduct internal compliance and management reviews.
- The ISO 22001 guidelines easily slot in with other management systems such as ISO 9001 and ISO 14001. Companies already certified as ISO 9001, for example, should find it easy to adopt ISO 22001, which is a more comprehensive evolution of ISO 9001.

The biggest mistake any business in this game can make is to assume they've "got it" and that all the areas where things can go wrong have already been identified – because they haven't...

New companies run the risk losing everything before they've even started unless they implement a solid system of standards such as ISO 22001. Established companies risk getting left behind, or becoming obscure, due to outdated safety procedures.

No matter how long a company has been in business, it's vital to ensure that the latest and most advanced management systems are being implemented.

Adhering to ISO 22001 ensures that a company has a solid foundation to deliver the best product and service possible. Making these standards a part of a company's culture will go a long way in raising its reputation and ensuring success. 



ACCIDENTS HAPPEN - MAKE SURE YOU'RE PREPARED

St John South Africa provides comprehensive first-aid training and services that make dealing with day-to-day emergencies in the food and beverage industry easier

Many employers in the food and beverage industry are under the impression that they're not operating in a high-risk environment, or that their company is so small that first-aid training is unnecessary. Unfortunately, this is precisely what leads to minor accidents turning into major emergencies. These companies should arm themselves with the right training to avoid potential crises.

According to the Occupational Health and Safety (OHS) Act No 85 of 1993, as amended by the OHS Amendment Act No 181 of 1993: "An employer must take all reasonable steps, that are necessary under the circumstances, to ensure that employees in the workplace receive prompt first-aid treatment in the event of injury or medical emergency."

It is, therefore, crucial that all employers with five or more employees find out exactly what emergency measures need to be in place for their business.

St John is an international first-aid training and supply organisation that has been active in South Africa for more than 130 years. It is fully accredited with numerous international organisations, as well as the South African Department of Labour, the Health and Welfare SETA (HWSETA) and the Resuscitation Council of Southern Africa.

For businesses that are just starting out, or for those that simply want to review their safety and first-aid protocols, St John provides all the necessary information, training and equipment.

The food and beverage industry is prone to many unseen and unexpected risks, ranging from poisoning and choking to cuts and burns. If there is no one on the premises trained in first aid, any of these can quickly turn into serious and life-threatening situations.


St John provides the right training and equipment, and has a comprehensive support and information system.

On the St John website, there are printable infographics detailing everything that needs to be done in the case of emergencies such as choking, poisoning and fevers. The infographics can be put up around the workplace and are an excellent way to remind everyone of potential risks. They also provide an easy reference in case of an emergency.

St John also has its own first-aid app, which contains step-by-step instructions for a wide range of possible workplace emergencies. This is another simple way to ensure employees have instant access to the correct information.

It goes without saying, however, that infographics and an app are no substitute for proper first-aid training. They're easy reference guides, but it is essential that there is always at least one person on site who has completed an accredited first-aid course.

In this regard, St John offers Level 1, 2 and 3 first-aid training to commerce and industry. Training is "hands-on" so that learners can confidently apply the knowledge they have acquired.

In the food and beverage industry, preparation is the key to success and this should also be the approach taken when it comes to health and safety in the workplace. Knowledge is the best defence against workplace injuries and illness, so companies should make sure that they are prepared and employees receive the appropriate training. 

Visit www.stjohn.org.za for more information or to contact one of its ten national branches.

A DIAMOND

ANNIVERSARY



Logistics provider Cargo Carriers moves forward in pursuit of innovation and excellence

Cargo Carriers – which for many years has been one of South Africa's premium transportation, logistics and supply chain service providers – celebrates its 60-year journey this year.

From humble beginnings in 1956, Cargo Carriers still epitomises the values espoused by its charismatic and determined founder, Des Bolton. Ambition, courage, confidence, integrity and a quest for perfection underpin the many decisions that catapulted the company from its early days – with the purchase of its first truck, "Old Faithful", in 1956 – until today, six decades later, as one of the country's top transportation companies.

Over the 60 years, the company has grown and expanded its footprint and service offering across a range of sectors. In 1959, the first Swaziland branch opened; driven by an entrepreneurial flair which still forms part of the company's DNA today.

The 1960s, 70s and 80s were marked by many strategic acquisitions and ventures into new industries; providing jobs and growing the post-war South African economy. The company began providing logistics support for the mining, fuel, dry bulk powders (cement), steel, chemical, and sugar industries.

Some of these industries have further opened doors for the company to involve itself in social projects, enhancing skills of future young entrepreneurs, and thereby giving back to communities in which it operates.

The highly successful owner-driver programme marked the turnaround of many lives and has seen success built upon success. The listing on the Johannesburg Stock Exchange in 1987 took the company to new heights; and while change was constant, its core values remained the same.

Over the years, Cargo Carriers has contributed significantly to industry bodies, including the Public Hauliers Association, the Road Freight Association,

Chemical and Allied Industries Association and the Institute of Road Transport Engineers.


Emerging as an industry leader, the company's geographic footprint continued into uncharted growth areas; ensuring the business could find solutions to support clients' needs in a buoyant eighties market; while the nineties were marked by growth into the broader southern Africa.

Innovation is synonymous with Cargo Carriers. The company's constant service reinvention ethos has led to the development of specialist and patented trailers and intelligent telematics.

This is still in evidence today in the latest technology present in the company's vehicle fleet, and in the optimisation opportunities available, which provides its clients with exceptional computerised logistics solutions and supply chain visibility.

The past 20 years have seen South Africa's premium haulier transform and develop to ensure the company's continued upward trajectory. Taking innovation and customer service to a new level, and embracing the new environment, Cargo Carriers recently launched an employee share-ownership programme – Ikamvalethu Shares Proprietary Limited, which enables employees to have a stake in the business.

Walking in their father's footsteps and managing the company with the same ethos are sons Murray and Garth Bolton. "We are extremely proud of the Cargo Carriers legacy and are committed to taking the company to even greater heights, based on our founding principles and values. It's the Cargo Way," comments Murray Bolton.

On Cargo Carriers's 60th birthday, the company stands ready to continue traversing the high road and celebrating a company that has journeyed successfully from its inception way back in 1956. It is a proud company that is sustainable; it puts its customers and people first, and is constantly innovating to ensure it stays a road ahead. 

| SHEQ IN TRANSPORT

MANAGING THE REALITIES **OF FREIGHT**

It is unrealistic for the local freight industry to rely on government alone to police bad trucking practices and maintain major freight routes. By following certain best practices, RTMS-accredited companies are seeing huge benefits for themselves, as well as the for the transport infrastructure. ASTRID DE LA REY reports

The Road Transport Management System (RTMS) is a voluntary self-regulating organisation run by the industry itself. The goal of the RTMS is to improve road safety, preserve road infrastructure and increase productivity by implementing a set of standards adhered to by all members – including stakeholders from consignees and consignors to transport operators.

It's a known fact that non-compliance with transport regulations can result in an unfair competitive advantage. This might sound great to unscrupulous operators, but it is short-sighted and ultimately self-destructive.

Overloading, for example, can result in increased profits in the short term, but the very real dangers of truck damage, accidents and damage to roads (leading to delays, further accidents or vehicle damage) will no doubt cost a lot more in the long run.

According to the RTMS, overloading causes road damage valued at roughly R400 million every year. That's money wasted that could be used on upgrading and expanding major freight routes.

The RTMS, is a voluntary organisation made up of stakeholders who are serious about improving the transport industry in South Africa. By implementing the RTMS, companies commit to following the Department of Transport's National Freight Logistics Strategy, as well as the standards and best practices set out within the RTMS.

The RTMS committee, which consists of industry leaders, set out three separate documents pertaining to operators, consignors and consignees, each with their own regulations and best practices. The focus areas are:

- Overloading;
- Speeding;
- Vehicle maintenance;
- Driver hours;
- Reckless driving;
- False licences (vehicles and drivers);
- Securing of loads; and
- Bribery and corruption.

A big plus is that the RTMS standards have been compiled by people with a lot of experience in this industry. Companies that adopt these standards gain access to a wealth of knowledge and real-life experience to help them optimise their own operations. The proof is in the numbers.

According to Adrian van Tonder, chairman of the RTMS steering committee: "In 2007, the RTMS consisted of a handful of companies and only 74 accredited trucks. Today we have 209 accredited companies, which translates into 8 245 RTMS-accredited trucks and 1 891 RTMS-accredited buses on the road. The reason we've grown so fast and

continue to expand our membership is because our system makes sense. It benefits all stakeholders."

The number and calibre of the companies that have adopted the RTMS standards prove that this system works. Van Tonder says: "Members see tangible results within the first year of applying this system. By following the guidelines and preserving the infrastructure that we all use, RTMS members reap the rewards of operating in a responsible environment."

The RTMS concept also offers companies plenty of tools and guidelines to help them implement the system effectively. Manuals and implementation guides help companies new to RTMS, while data sharing among participants and a dedicated information website provides all the latest and most relevant information in the industry. There are also regular workshops, conferences and networking opportunities.

Logistics company Barloworld Transport is one example of how companies can benefit from adhering to the RTMS standards. In 2009, Barloworld Transport adopted the RTMS standards as the formal framework for its existing operational and technical protocols. The company reported the following improvements:


- Lost time injury frequency rate – reduced from 4,9 in 2008 to 0,3 in 2012;
- 0,58 percent reduction in driving hours;
- 100 percent compliance in maintenance practices;
- Over 90 percent score in internal risk audit;
- Received contracts due to good internal risk and operational procedures;
- Cost saving in all areas of daily operations; and
- Recognition for commitment to responsible business.

These results hold a lot of value in terms of reduced costs and reputation.

Companies that are considering RTMS accreditation need to keep in mind that it's a long-term commitment and not simply a piece of paper. The system needs to be implemented in such a way that it can be sustained and improved upon over many years.

Companies set up their own goals and plans in accordance with RTMS. It is then up to them to ensure these are met. Accredited companies undergo annual surveillance audits to ensure they're maintaining the RTMS standards.

Last, but not least, RTMS branding means that certified members will be recognised by road authorities, the public and customers for being committed to safety, good business practices and the preservation of South Africa's transport infrastructure.

That sort of recognition can go a long way in building an excellent brand image. 

WHAT AFRICA HAS TO OFFER



Electra Mining Africa 2016 was one of the biggest and best thus far, attracting a multitude of suppliers and buyers. We went along to find out more

The inaugural Electra Mining Africa exhibition was held 44 years ago, at the Milner Show grounds in 1972. Today the show is southern Africa's largest trade show and one of the world's largest mining exhibitions.

This year, more than 850 local and international exhibitors showcased their latest technologies, products and services across 34 000 m² of indoor/ outdoor exhibition area. Just more than 29 000 visitors attended from both South Africa and the continent at large.

"We put in a massive effort to bring African visitors to the show. It was also very pleasing to host the CEO of the Botswana Chamber of Mines, Charles Siwawa, and the president of the Zimbabwean Chamber of Mines, Isaac Kwesu," says Charlene Hefer, portfolio director, Specialised Exhibitions Montgomery, organisers of the exhibition.

According to Gary Corin, MD of Specialised Exhibitions Montgomery: "The show is a key platform for government to engage with the private sector, with the export of South African technology and products into Africa and globally."

The Gauteng Premier, David Makhura, even made

an appearance. "It is important to see first-hand the capacity of our industry and Electra Mining Africa gives us this opportunity. It is a great place for us to demonstrate our manufacturing capacity," Corin continues.

Creating support from government was also a key objective. Eric Bruggman, CEO of the South African Capital Equipment Export Council, says: "We need the support of the government to grow this sector. A strong local industry is necessary if we are to export our goods.

"South African technology in mining is by far the best in the world – we are world class and do not have to hide from anyone. We can compete against the best."

This was evident from the stature of exhibitors this year, 40 percent of which have re-booked for the next show. Here is what just a few had to offer...

ACS-EMBRACE

ACS-Embrace, an African provider of enterprise resource planning (ERP) solutions, recently released a new version of its Embrace ERP Software – Embrace 14.

At Electra Mining the company demonstrated

how Embrace 14 enables companies to manage and tightly control all costs, optimise and streamline operations and embrace sustained profitability.

For example, Embrace 14 has an integrated Embrace Service, Repair and Maintenance solution suited to both external and internal workshop environments, as well as the new Embrace Tyre Management system to help improve tyre performance, reduce costs and enhance vehicle and driver safety.

BRASCO GROUP

With the Brasco Filtration division a leader in the air-pollution-control industry specialising in servicing the

BELOW AND RIGHT:

Electra Mining offers SHEQ suppliers such as North Safety (right), Du Pont (far right) and Ansell (below) interaction with 29 000 visitors.



filtration industry, the company concentrated on the industrial air-filtration department.

Brasco Group placed emphasis on the servicing of dust filtration units and on all the spares available for these units such as: filter bags, valves, controllers and cages.

DEMAG

The new V-Type crane girder was launched in sub-Saharan Africa in March, following its successful debut in Europe and North America in late 2014. "We chose Electra Mining Africa 2016 as it is sub-Saharan Africa's premier exhibition event, which has always been well-attended," Richard Roughley, Demag senior manager sales and marketing, comments.

The V-Type crane girder delivers safety and impressive load-handling rates. It also allows 30-percent more light to pass through, providing improved visibility, while brightening the workspace.

The V-Type crane girder is 17-percent lighter than comparable cranes with box-section girders.

FAIL SAFE FIRE

Failsafe Fire Projects has specialised in fire suppression for heavy-duty vehicles and stand-alone machines for more than 20 years. It focuses particularly on mining, agriculture, military, marine and public transport.

At Electra Mining 2016, the company launched

its newly developed electronic fire panel, which is integrated with a remote-monitoring GPS system. The company also had a training rig on display.

FESTO

Festo had an extensive range of pneumatic and process automation products and solutions on offer, as well some of its latest training equipment. However, the most impressive offering at the show was undoubtedly its famous AirPenguin.

A product from Festo's research division, the Bionic Learning Network, the AirPenguin is an autonomously flying object that comes close to its natural archetype in terms of agility and manoeuvrability. It incorporates human-machine interfaces, autonomy and flexibility – all qualities that are required in the mining sector.

NORTH SAFETY

"Electra Mining is a platform that grants any supplier of personal protection or mining equipment the opportunity to meet operational personnel and decision-makers. It also allows us to showcase our broad product spectrum, which caters for every requirement," says Lizette Kasselmann, head of marketing at North Safety.

This was the second time that North Safety had a presence at Electra Mining. This year the company added critical engineering and consumable products to its range of safety protective apparel.

These included Reinol hand cleaners and industrial chemicals, Spanjaard industrial lubricants and sprays, lifting machinery and repairs, lifting tackle and slings, Megaroller conveyor idlers and scrapers, allied



screen and filter products, Petrozorb oil absorbents and oil-spill kits, industrial valves and slurry pumps, as well as specialised nuts and bolts. New consumable products on offer included waste rags, silicone, grinding discs and general mining supplies.

ROCKWELL AUTOMATION

Rockwell Automation has outlined key steps operators can take to better understand operations, improve performance and reduce safety risks, through the creation of a connected mine.

"Controllers, smart devices and software in a connected mine can provide access to thousands of points of process and machine data that, until now, have been inaccessible," says Paul McRoberts, regional manager of industry mining, metals and cement at Rockwell Automation.

The company is also working with mining companies to establish a purpose-built control floor to give workers real-time visibility across operations.


Autonomous mining together with remote monitoring and control solutions impact overall employee safety, while modern distributed control systems enable fully integrated operations for flexibility and rapid decision-making. Updating historically disparate systems will create a new level of operational intelligence and improved productivity for mining operators.



SpiderWebb has partnered with Recocel to offer training and inspection services.

SPIDERWEBB

SpiderWebb recognises that deaths and injuries at work associated with falls are among the top priorities for prevention efforts throughout the world.

SpiderWebb had its unique, patented BETA design and ladies harness on display. The company has also partnered with Recocel, a SSETA-accredited training company, to offer its clients working at height training and inspections. 

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THE FUTURE OF MINING SAFETY

In the mining industry, finding new and advanced ways to avoid incidents and injuries is crucial. On-site accidents can shut down an entire operation, so it's important to keep abreast with advances in technology that can help prevent accidents altogether.

At this year's Electra Mining Expo, the industry was treated to a huge selection of equipment and technology specifically aimed at preventing incidents and injuries. One of the most interesting exhibitors was Schauenburg Systems – a manufacturer of mine safety systems and equipment, which is a member of Schauenburg International Group.

The focal point of Schauenburg's display this year was its SCAS II Collision Awareness System. This capable and innovative system uses an early perimeter warning function that alerts vehicle operators, and everyone on the ground, of a potential hazard. This allows the vehicle operator, as well as anyone near the vehicle, to take the appropriate action.

Schauenburg's Collision Awareness System employs dual-band RF technology that warns the vehicle operator if it detects a vehicle, pedestrian and/or a fixed hazard in one of its three configurable warning zones. In addition, the system shows the orientation of the potential hazard.

The equipment is designed for underground use and can also be configured to provide vehicle-interface signals such as "crawl and stop" via a Controller Area Network (CANbus). LED warning lights and an audible alarm will warn pedestrians of the vehicle's movements.

To improve the system's functionality and to help operators use it as effectively as possible, warning events are stored on the vehicle unit, as well as the cap lamp radio. This means specific information can automatically be transmitted to the control room from strategic locations while the vehicle is in transit.


If the mine infrastructure doesn't allow for automatic downloading of data, the information can be manually uploaded through a manual wireless interface unit.

In an industry fraught with hazards, and where operations often take place in areas that are difficult to access, this collision warning system and the collection of data is an extremely valuable asset. Aside from the massive safety advantages, it also allows operators to assess each situation and learn how to improve their mining operations.

Schauenburg Systems has designed and engineered its offering for mines to be modular in concept and application. Any system can be easily modified to meet mine- and site-specific requirements.



Schauenburg prides itself on excellent service and works with clients to find the perfect solutions for their specific requirements. Regular interaction and liaison with customers and technology suppliers ensure state-of-the-art products.

The company's full-maintenance agreements ensure that equipment always remains in good working condition. The technical support teams at Schauenburg Systems undergo stringent technical training to ensure the highest standard of workmanship, especially where lifesaving equipment is involved. 

YOUR PARTNER OF CHOICE FOR PPE

Select PPE protects workers and mitigates client liability by ensuring product quality and compliance with personal protective equipment (PPE) regulations

A leader in the procurement and distribution of quality and application-specific products that protect people, Select PPE has evolved into an organisation that serves many industries on the African continent, such as: mining; manufacturing; agriculture; construction; petroleum; hospitality; medical; corporate; and security.

Apart from being a PPE distribution company, Select PPE provides customers with partnership-based management solutions for the procurement, issuing and record keeping of PPE. The company has more than 400 employees in its African operations and 160 on-site stores and warehouses.

Among service offerings such as risk assessments and waste management of PPE, Select PPE offers:

ON-SITE STORES

An on-site store at the customer's premises is a solution to help employers comply with industry and regulatory requirements. Together with its customers, Select PPE determines an issuing protocol (IP), which stipulates the rules under which PPE will be supplied. This allows the customer to determine specific PPE requirements for each employee in line with their specific job function.

RETAIL STORES

During 2014, Select PPE opened its first of four retail stores. The company plans to expand this hugely successful part of the business in the future. The retail stores offer a wide variety of PPE and clothing.

DIRECT SALES AND VENDING MACHINES

Select PPE also caters for clients who do not have the capacity to host an on-site store, or those who do not have a retail store close to them, but still require the fundamentals of the Select PPE service. A vending solution option is also offered to customers that require a less labour-intensive supply of PPE.

E-COMMERCE

The Select PPE online store includes various

alternatives of compulsory items for clients to choose from.

CONSIGNMENT STORES

This stock is legally owned by Select PPE, but held by the customer. The customer has access to the consignment goods, at any time, and is only invoiced for goods removed from the agreed storage area. **SM**

Select PPE at Electra Mining

Marishka van der Schyff, Select PPE marketing manager, says the company exhibited at the show for the third time in 2016. "We found the event to be bigger and better than ever, and well organised – as always," she says.

"For us, the focus was to attract potential key customers, introduce the new Select PPE brand and introduce our new range of PPE and outdoor wear. This includes our new Pride Protective Gear range. The show is definitely worthwhile – clients get to put a face to the brand; we get to create more brand awareness, and of course gain new customers and retain the existing ones," Van der Schyff concludes.





COMMITMENT AND REWARD

Senmin International has plied its trade in mineral beneficiation for the mining sector for almost 50 years. This sort of staying power does not come without dedication to all SHEQ processes throughout the operation

Senmin's receipt of its sixth NoscER award on the Nosa Integrated Five-Star System is, according to safety, health and environment (SHE) manager Piet Stewart, confirmation of the dedication of all employees to comply with legal requirements, AECI standards as well as elements set by Nosa.

He says, however, that receiving recognition does not only mean another certificate to go up at the company's Sasolburg headquarters...

"SHEQ management should become a way of life and not a way to live only when the audits are about to happen. The management strategy at Senmin is to not only focus on SHEQ in one place, but to drive it through all facets of the business," Stewart explains. These areas of focus include vendor management undertaken at mines, products sold to customers, as well as off-the-job promotion.

"We believe in no injury to anyone, ever," Stewart reaffirms.


Senmin places certification high on its list of due diligence. In addition to the NoscER awards, the company also boasts various awards and certifications including: ISO 9001:2008, NSF International and OU Kosher for quality management systems, and ISO 14001 certification for environmental management.

Such certification and commitment to best practices is essential to Senmin's line of business. The company has a wealth of expertise in mineral beneficiation (of platinum, diamonds, heavy minerals, coal, gold, uranium and base metals) that employ flotation as the primary extractive process.

In addition, Senmin has a complete range of polyacrylamides from its plant in Sasolburg to assist with the dewatering of mineral concentrates via filtration, settling/thickening of tailings slurries, and rheology modifiers for tailings dam construction.

Furthermore, the company offers a full-service model as part of its value-added service and incorporates equipment installation with brown, or greenfield projects.

The service includes total inventory management of reagents incorporating make-up; quality control and dosing of the reagents; first-line maintenance; and all SHE issues related to the handling of hazardous chemicals. The full-service model is implemented by a full team of operators and a metallurgist on a 24-hour basis.

"Safety audits are performed on a regular basis by suitably qualified personnel. This ensures that the risk associated with all equipment and operational procedures is reduced to a minimum and managed correctly," Stewart concludes. 

TRUST IN ME

The trust of family and intimate relationships – considered to be the “trust capital” in people’s lives – is critical in developing workplace respect and corporate trust that comes from shared values, writes NICOLA JENVEY

At this year’s Noshcon, University of Stellenbosch Business School director, Prof Piet Naudé, told delegates that employees had to realise that the way they perceived the world depended on their own thoughts and not the outside world, as the brain acts in compliance with the thoughts and behaviour that a person introduces.

“Trust is the positive assumption that a person or organisation will interact with me on a reliable and ethical basis. The moment you have to question that trust, it has already gone,” he said.

Naudé’s comments, delivered with his trademark humour and showmanship, come against the background that trust is a personal and organisational responsibility and that South Africa is “in serious need” of leaders they can trust.

A professor of ethics and the former vice-rector (academic) at Nelson Mandela Metropolitan University, Naudé holds a master’s degree in philosophy and doctorate in theology. He is the past president of Business Ethics Network of Africa and the African representative on the International Society for Business, Ethics and Economics executive committee.

Naudé said words like “sunrise” and “sunset” remained in our language, despite science proving more accurate phrases are “watching the sun come into the earth’s view” or “dipping out of our view as the earth turns”.

Consequently, how more difficult would it be to change mindsets on racism, sexism and theological issues when the brain has been conditioned to act in a certain manner?

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“ Once key trust levels are in place, it is possible to grow organisational team trust built on respect.

When displaying a photograph of a taxi, Naudé questioned the delegates on their associations. This raised quips covering “trouble”, “dangerous” and “public transport – help”.

Yet, this is a R40-billion annual industry; it transports 15-million citizens daily; drives 250 000 motor vehicles; accounts for 1 200 new purchases monthly; directly employs 600 000 people; and provides the heart of informal entrepreneurship via its ranks.

“We have negative approaches based on our information and blame everyone else. The way we think speaks to who we are and shapes our attitudes,” he said.

Considering the workplace, Naudé said the productivity of employees depends on what happens outside that environment. More specifically, organisations do not own their employees – only families own their members, and children thrive on quantity, not quality time, while companies tend to forget about individuals.

Once key trust levels are in place, it is possible to grow organisational team trust built on respect, irrespective of social power (not viewing low-level employees as machines oiling the system); treating it as the heart of good business that is mutually beneficial across the company.

“That respect is the ‘emotional capital’ – and the higher the surplus, the more likely it is that employees will support the company in troubled times. When employees are dismissed in good times, what support will they offer when management requests a pay cut or ‘restructuring’ in difficult times?” he questioned.

Referring specifically to president Jacob Zuma, Naudé concluded that no company – and by extension, country – can have sound leadership when the trust in that leadership has been questioned. **SM**

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An injury on duty affects individuals' lives in many profound ways, particularly if they are left disabled as a result of the injury. The personal journey in dealing with the consequences of physical injury is unique to each individual

Rand Mutual (RMA) understands these challenges and has thus adopted a culture of caring, compassionate compensation when assisting injured workers.

It is the obligation of all SHEQ experts to help avoid injuries on duty. However, in the unfortunate event that injuries occur, RMA exists to assist and manage the claims that arise from the injury or disease.

Founded on June 1, 1894, RMA is a non-profit mutual assurance company, which is owned by its policy holders. RMA operates in terms of section 30 of the Compensation for Occupational Injuries and Diseases Act (COIDA), 130 of 1993 as amended, under license from the Minister of Labour.

RMA is the administrator of choice for injury on duty (workmen's compensation) claims in South Africa, currently administering these claims for the mining and related industries, as well as the iron, metal, steel and related industries.

The core of RMA's administration business is the receipt, adjudication and administration of workmen's compensation claims, including the payment of medical costs, one-off disability payments and the ongoing payment of pensions in the case of severe disability and death.

With 122-years' experience under its belt, RMA has refined these services to such an extent that the following turnaround times are standard (provided all liability is accepted and all relevant information and supporting documentation has been provided):

- Medical invoices (provided tariff codes are correct) can be paid within seven days;
- Temporary disability benefits can be paid within six weeks; and
- A smooth transition from temporary disability

to permanent disability can be provided, where required.


The company currently manages around 18 000 pensioners, including beneficiaries (widows and children) of those workers lost to fatalities. An understanding of these pensioners has led RMA to provide above and beyond the COIDA requirements.

This includes a mobile prosthetic clinic that travels around South Africa and neighbouring countries to assist pensioners (particularly in rural areas) on site with their prosthetic needs (including repairs, maintenance and manufacturing).

RMA has also built its own state-of-the-art, 122-bed Rand Mutual Care Facility in Welkom to ensure proper and appropriate care of its custodial care pensioners, as well as pensioners requiring annual prosthetic reviews.

In addition to providing benefits according to what the COIDA prescribes, RMA also provides a range of insurance solutions to bridge the gap not covered by COID benefits and other mainstream insurance solutions. These include funeral cover, cover for workers travelling to and from work, top-up cover and cover for workers injured during a riot or strike.

As a company that is compassionate and caring, RMA goes the extra mile to ensure that beneficiaries and their families receive the care and compensation to which they are entitled when they have sustained either a work-related injury or occupational disease.

For this to be done effectively, however, RMA needs to receive timeous and correct reports. No injury is too small, because, if the employee has underlying conditions, even a small cut today can be a big claim tomorrow. 

ENVIRONMENTAL INSURANCE: ENSURING OUR FUTURE

HERMANN ERDMANN, CEO of the Recycling and Economic Development Initiative of South Africa (REDISA), explains that environmental protection and scarce resources demand a new way of thinking about how we consume our resources

We are all aware of the importance of insurance and most people have cover to replace material possessions once lost, but it seems no one has considered an insurance plan for the environment.

We hear it all the time: the environment is taking strain, pollution is increasing, global warming is a reality and this space ship we call earth will run out of non-renewable resources. Who should take the responsibility of compensating for the elevated environmental damage that has been taking place since the start of the industrial revolution?

Manufacturers are happy to make products, consumers are happy to buy products, but the full monetary cost of a product is not being taken into account, because it excludes the cost of remediation. At the end of a product's life, there is no one to take responsibility for it and it becomes waste that is dumped.

Consumers are ultimately inadvertently paying the price, and are subsidising manufacturers that are not forced to develop better processes to manage their products' end-of-life, and to reduce emissions and reliance on raw materials.

We all pay the price indirectly through air pollution, environmental degradation, landfills filling up and the resulting health impacts.

What we need is an insurance policy for the environment; one which ensures that those who create the end environmental problem, pay for the fixing of it and factor the cost into their cost of manufacture.

The benefit of this approach is that a product's total cost to society is made visible to both manufacturers and consumers; manufacturers are incentivised to make more environmentally friendly, longer-lasting products, which are built to be recycled, and have recyclable packaging. The lower the environmental impact of a product, the less environmental "insurance" the manufacturer will need to pay in the long term.

This approach is called Extended Producer Responsibility and it is not a new concept. What is new, is the way in which it has been brought to life.

South Africa is the only country in the world that has made this a reality with 100 percent participation from the tyre industry. Since 2013, the environment has been "insured" against the negative impact of waste tyres.

REDISA collects a waste management fee from all manufacturers and importers of tyres. It spends the fee on cleaning the environment of tyre waste, funding the development of recycling industries, through which small businesses are developed across the supply chain, and carrying out research and development to help tyre manufacturers and importers improve their design processes.

For the first time, an industry is being held accountable and is taking responsibility for the full environmental impact of its products. It also has a means to mitigate and eliminate that impact. This approach has been praised as a success by the World Economic Forum in Davos and the European Union. It is a South African solution to a global environmental concern.

Through its recycling processes, REDISA enables socio-economic transformation by generating jobs, empowering the informal sector and creating sustainable businesses, while protecting the environment. This is an insurance policy that manufacturers should be willing to pay to protect our environment. **SM**



Initiatives like REDISA are South Africa's first steps towards an "insurance policy" for the environment, says Erdmann.

WASTE NOT, WANT NOT

Waste minimisation and recycling are two distinct processes necessary to reduce the impact of waste on the environment. Waste-management specialists need to offer a complete solution with a range of fully integrated, end-to-end waste-management solutions

Averda is one such company. In 2016, it established its South African operation through a number of acquisitions. Averda South Africa draws on the company's global expertise and experience to offer a full range of waste-management solutions – from on-site solutions to landfill management and disposal.

Averda South Africa's range of services fall within a number of portfolios – general and hazardous waste collection, on-site waste management, specialised industrial cleaning, pipe inspection and analysis, landfill management and healthcare waste management.

Averda Healthcare Waste Solutions partners with healthcare professionals to assist the company in its efforts to deliver superior care.

Heidi Ford, Averda's national operations and compliance manager – healthcare, gives insight into Averda's entry into the South African market. "In selecting a competent healthcare waste service provider, clients need to consider all the factors that lead up to their decision, considering that the decision is not only about the signing of the contract, or the acknowledgment of price.

"Ideally, clients should focus on their specific needs and the solution offered to accommodate both present and future requirements, which may grow from a small, entry-level service offering to a holistic and integrated waste solution."

Naturally, compliance is key. Ford explains: "All individuals exposed to hazardous healthcare waste (HCW) are potentially at risk of being injured or infected. They include: medical staff, nurses, hospital maintenance personnel, employees in a support services role, employees in waste disposal facilities, patients (and their visitors), as well as the general

public. Also at risk are children or 'tip-pickers' who come across items they find in the waste outside the healthcare facilities when it is directly accessible to them."

Therefore, compliance with the basic principles of separation at source into the correct containers, and transport to the correct, licensed/permitted destruction facilities is paramount when working towards achieving the objectives of protecting people and minimising direct impacts from environmental exposures to healthcare waste.

Averda is actively tackling challenges head on. "Despite the Waste Act and various regulations and standards already in place, there is still draft legislation in the process of being finalised. Regulations differ, in some cases from province to province, which does cause confusion.

"Possibly the biggest challenges facing the industry include the lack of awareness with regard to the health hazards, and the insufficient funding that departments in facilities choose to spend on waste management," says Ford.

"The management of healthcare waste requires increased attention in all areas. Averda offers various technologies to ensure cost-effective management, and a range of options that can be tailor-made to suit budgets, as well as short- and long-term needs," she adds.

"More and more facilities are making their decisions not based solely on a financial overview. They are also including their technical, health and safety and infection-control teams. Decisions are being made based on a long-term relationship with the service provider."

As Ford explains, separation of waste at source through training is paramount, and waste minimisation,



"This service ensures that the environmental impact is minimised in the "life" of waste – "from cradle to grave." In order to manage and minimise the amount of waste that is transported, treated and placed in landfills, Averda can introduce on-site management teams," she concludes. SM

re-use and recycling are critical. "However, this tends to become difficult in an environment such as healthcare, where the waste is high risk, personnel are busy, facilities are understaffed and the focus is rather on patient care, which it should be.

"Averda is moving forward to maximise the entire range of processes and activities in the management and disposal of waste through the selection of optimal resources and methods – 'a total waste-management solution'.



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FASHIONABLE SAFETY

Personal protection equipment (PPE) is the first line of defence against workplace accidents. However, for it to be effective, it must be used for the correct purpose, properly maintained and comfortable enough to wear for hours on end

SHEQ MANAGEMENT recently attended the latest South African Institute of Occupational Safety and Health (Saiosh) continuing professional development workshop and it was, as always, superbly informative. The workshop addressed PPE, one of the most important areas of investment for any company that operates under high-risk conditions.

Safety equipment has come a long way since the days of one-size-fits-all overalls and hard hats. Advances in safety technology and the materials used for PPE mean we now have a variety of options from which to choose.

Gear such as safety glasses, gloves, coveralls and boots have evolved to address all types of work hazards from poisonous gases and potential fires to extreme temperature conditions.

Choosing the correct PPE for each application is crucial. Making sure it is comfortable to wear is essential – nobody is going to wear a respirator for eight hours if it's ridiculously uncomfortable, no matter what the risks are. That's just human nature.

That's why companies such as Dromex and Uvex – both manufacturers and suppliers of PPE in South Africa – place so much emphasis on the comfort of their safety equipment. These companies understand that comfort is the key to ensuring PPE is used at all times. If an employee removes a hard hat or respirator, because it doesn't fit properly or is hindering their work, it can have devastating results.

Stephan Mallet, general manager at Dromex, says that it's the responsibility of the PPE supplier to provide training on its products. He adds that safety harnesses are one of the main products where proper training is required.

"I often see harnesses not being properly used or maintained. This is dangerous, as the person might not even be aware that they're not properly secured. If harnesses are not maintained correctly. They're


also not going to last as long as they should," he says.

It's important for a company to determine exactly what safety equipment is needed, how to use it effectively and how to maintain it so it lasts and functions correctly. Dromex and Uvex have plenty of information on their websites, but PPE suppliers can also be contacted directly. They'll be able to assess precisely what PPE is required for all applications in an organisation and provide instructions and training.

Safety glasses are one of the most important PPE purchases for any company that deals with potential hazards in the workplace. Applications include welding, low light conditions and situations that require UV protection. The type of safety glasses required will depend on the type of work environment.

Jarryd Swanepoel, product consultant at Uvex, says: "We try to pre-empt all types of workplace scenarios and have a wide range of safety glasses to choose from. Different lens colours serve different purposes and it's important to understand their specific applications. Our website is very useful, but we encourage clients to contact us directly for advice on which glasses best suit their needs."

According to Swanepoel, Uvex is constantly refining its safety glasses range for improved strength, protection and comfort. "We think it's crucial to ensure the glasses are comfortable enough to wear all day. It's pointless to design safety glasses that cause eye stress and headaches. People simply won't wear them, or they will make their job very uncomfortable."

It is fantastic to see the advances that have been made in the PPE industry over the last couple of decades. Rather than simply supplying the basics, it is impressive that manufacturers are paying attention to the details that ensure PPE not only does the job and fits well, it is even starting to look pretty darn good. 

THE MOVE TOWARDS COOL PPE

American magazine *Safety and Health* recently did some market research into the latest trends in personal protective equipment (PPE). One of its findings was that employees now want to be provided with "cool" workday safety gear.

Naturally, this gear still needs to keep them safe, but they also want it to perform to the level of their "weekend gear".

"A worker who likes to hunt, fish or ski is familiar with the best in moisture-wicking, breathable fabrics, as well as comfortable compression fit gear. Given that familiarity, a pair of brown jersey gloves and a cotton duck coat and/or coveralls just doesn't cut it anymore," explains Greg Schrab, one of the PPE manufacturers, who was questioned.

South African providers of PPE also seem to be aware of this trend, and are striving to improve their offering. An example of this is Dromex's new range of Conti & Conti reflective work-wear

garments, which are now available in eight different shades: royal blue, navy blue, red, khaki, emerald green, black, orange and grey.















"We're always excited to offer our customers more options, and because we understand that a rainbow nation requires a rainbow of colours, we expanded our Conti & Conti reflective ranges to consist of eight variations," says Dromex general manager, Stephen Mallett.

All Dromex work-wear garments are manufactured in southern Africa. "Each stitch is diligently checked to ensure that all employees who use our products are comfortable and protected every day," Mallett says.



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Distractions cause **ACCIDENTS**

Watching out for the safety of others pays personal dividends – from knowing there will be others looking out for you as well, to ensuring you never live with the regret of not stepping in before an accident occurred, writes NICOLA JENVEY

An internationally acclaimed speaker and author, registered hypnotist and accomplished magician, John Drebing, president of John Drebing Presentations, told Noshcon 2016 delegates there were five solid reasons for taking the safety of those around you to heart.

The first two were: in watching out for others, you see the hazards they may miss, while also knowing those around you are correspondingly watching your back. Science has shown that people cannot consciously concentrate on more than one thing simultaneously and distractions cause accidents.

"The objective of workplace safety is ensuring everyone gets home safely, but the irony is that when you have a family, you are distracted, especially when someone is ill, and that is when you miss seeing the hazard," he said.

Science has also shown that brains are subject to cognitive failure – the effect where the message does not translate between the retina and brain and

a person, literally, does not see what is right before them. To numerous giggles and nods, Debinger cited the common problem of searching for the car keys lying in full view on the dining room table.

Consequently, another pair of eyes will see the hazard the colleague cannot see.

The last two reasons Debinger cited were: the knowledge you will never have to live with regret and that speaking out on safety issues is "the right thing to do" – as these are the most vital principles for health and safety professionals.

"We hold the value of safety as important and watching out for others is simply the right thing to do. It means you will never relive the nightmare of what happened when you walked away, because you were too insecure to speak out," he said.

However, he acknowledged that people too often did not know how to handle safety awareness and preventative situations. Underpinning that situation was the thinking that "it will never happen" and the human psychology that typically avoids situations




that make them uncomfortable.

"How many times have you seen a homeless person and wanted to do something, but walked away because you don't know what to do without sounding, or being, patronising?" Debinger challenged.

He said that the flipside was defining techniques that allowed people to express their views about watching out for the safety of others. The first of these was asking the rhetorical question: "Do you want me to watch out for your safety?" as it is designed as a question with a "Yes" answer, or: "Hey, John, as you know, you need help lifting that (heavy object) as it's too heavy".

Posed in that fashion, the person can let someone know about a hazard without causing offence.

However, Debinger advised that, when someone cared about you sufficiently to warn you about a hazard, one should acknowledge their care; essentially by not dismissing them for paying attention, so that they will do so again.

"Make them feel as good as possible, not for you, but for the next person they will be prepared to warn. Belittling them in any manner discourages further action and may not save the next person's life," he concluded. 

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
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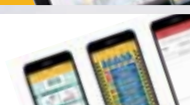
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ERGONOMICS:

WHY IT'S IMPORTANT TO YOUR BUSINESS

Although the term "ergonomics" is increasingly becoming part of everyday industry lingo, it's often misinterpreted. Considering it's already enshrined in legislation (with more likely to follow), it's important for business owners to get ahead of the game

Dale Kennedy, CEO of Ergomax, recently shed some light on ergonomics and how it applies to business during the South African Institute of Occupational Safety and Health (Saioh) continuing professional development (CPD) workshop.

According to the Mine Health and Safety Act, 1996 (Act No. 29 of 1996), Chapter 2 Health and Safety at Mines, Section 21(1)(c) of the Act states: *Any person who designs, manufactures, erects or installs any article for use at a mine must ensure, as far as reasonably practicable, that Ergonomic principles are considered and implemented during the design, manufacture, erection or installation. Mine management must ensure that original equipment manufacturers (OEMs) comply with this requirement.*

This example applies to the mining sector, but legislation applying to industries across the board is on the way.

It's clear that the "ergonomic principles" are important and need to be incorporated into nearly every facet of business, and that's exactly where Kennedy and his colleagues come in.

Kennedy says: "Ergonomics is derived from the Greek words 'ergon' (work) and 'nomos' (laws) and literally means the laws relating to work. In short, ergonomics is an applied science, which aims to match the demands of products, jobs and places of work with the people who use them, in a holistic manner, while considering physical, cognitive, social, organisational and environmental implications and impediments."

That's a mouthful, so let's put it in business terms: it's all about efficiency, which, in turn, results in increased productivity. Ergonomics looks at the entire picture: from how an uncomfortable chair affects an individual employee, to how information should be

packaged to be properly understood and received by thousands of employees.

In the end, it's about structuring a business to run as smoothly as possible by ensuring the work environment doesn't hinder employees from delivering their best possible work.

Ergonomics applies to any situation where people interact with objects in order to do their work. No two people are the same, so the same chair and desk height will never be suitable for a whole office. Ergonomics considers whether everything can be adjusted and placed so that it suits every individual.

When it comes to big construction or mining equipment, ergonomics considers whether people of all shapes, sizes and heights will be able to operate the equipment comfortably. "It's all good and well to say that someone who's a little shorter can still see out of the windscreen, but if they can only see 50 percent of what they need to see, then it's pointless and dangerous – and definitely not ergonomic.

"Many people don't realise that ergonomics plays a crucial role in helping their business function at 100-percent efficiency. In most cases, making small changes has really positive results. It is not necessary to overhaul the entire business overnight, but you definitely need to start somewhere as this is soon going to become an integral part of legislation in South Africa," says Kennedy.

The good news is that companies can start off by making small steps in the right direction. Consultants – such as Ergomax – offer a variety of courses in ergonomics, and will work through the entire process with business owners to systematically streamline their operations to align with legislated ergonomic principles.

Keep your eye on future editions of SHEQ MANAGEMENT for more on this topic. 



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CONTACT:

Sven Riddle
+27 (0) 1000 33077
svenr@specialised.com

Zelda Jordaan
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