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MILES OF SMILES

I have just spent six weeks working in various parts of Europe. Of course I learnt a great deal while there, but the one thing that really sticks in my mind is the emphasis that some German companies, in particular, are placing on their workers ... and keeping them smiling



CHARLEEN CLARKE

The management team at Daimler's Gaggenau factory will move the earth to keep its workers happy. "This region has a 2.2 percent unemployment rate. So you really have to pamper your employees; if you don't do that, they will change their jobs," a senior executive confided.

The situation is exacerbated by the fact that Germany's population is shrinking and ageing at one of the fastest rates in Western Europe. According to the German Federation of Health Insurance Companies, the number of employees aged 55 and older increased by a whopping 49 percent from 2000 to 2010, and continues to rise.

Furthermore, the number of Germans aged over 67 will rise by 42 percent by 2040, while those aged between 20 and 66 will shrink by a quarter in the same period. "The average age of the workforce at our plant is 41.69 years, which is a challenge when it comes to health management and ergonomics," he revealed.

A total of 6 500 people (plus about 500 temporary workers) work at this particular factory, producing transmissions, axles and torque converters. The factory was founded in 1894, making it the oldest automotive plant in the world.

The employees are treated like gold – they are truly

valued. There is a great deal of emphasis on family life; there is a kindergarten at the plant and there's even a parent/child room, where parents can look after sick children and work at the same time. "We do everything possible to enhance the quality of our workers' lives; we believe that work must be safe and fun; it mustn't be tiring," the executive pointed out.

The next day, I visited the Mercedes-Benz Wörth factory, which employs about 11 700 people and is the world's largest truck assembly plant (if you're into trucks, you may be interested to know that they produce Actros, Axor, Atego, Antos, Econic, Unimog, and Zetros models and each truck is built exactly according to customer requirements).

We were touring the plant when we met a pretty young lady, who was most bemused when we all started snapping away at her workstation. She is in charge of a mobile health and safety clinic at the Wörth plant; this is just one of many benefits for the workers in that particular factory. As soon as we finished taking photographs, one of the workers hopped into the clinic for some physiotherapy.

Of course, Daimler is not the only European company that is pandering to the needs of its workers. Acknowledging the ageing workforce, BASF has launched "Generations@Work", an initiative that

LEFT: Workers assemble a truck chassis at the Mercedes-Benz Wörth plant.

BELOW: A mobile health and safety clinic at the plant.

BOTTOM: BMW's Dingolfing plant has a section staffed only by people over 50.



focuses largely on the changing demographics at its main production facility in Ludwigshafen where, in ten years, the company expects every tenth worker to be over 50 years old.

The programme includes lifelong training, human resource development, health management, ergonomics, work-life balance, flexible working hours and retirement funds.

BMW has even gone so far as to open a section at its Dingolfing plant that has been nicknamed "Altstadt" (meaning "old town"), which is staffed by people who are over 50. The Altstadt was designed by the prerequisite architects and engineers, but also by therapists and doctors who specialise in treating the elderly.

BMW's ratio of workers aged over 50 will rise from

25 percent today, to 45 percent by 2020 – hence the company's decision to look after these people. The British *Daily Mail* reports that facilities include ergonomic back supports for the monkey-wrench turners, mobile tool-trolleys so that workers do not have to strain themselves reaching for tools and enhanced lighting for the visually challenged.

"Even the production line, itself, has been slowed down by about one third of the normal pace in other car plants to account for the workforce's general slowing down in life," the newspaper reveals.

While some German companies are implementing special measures to cope with older workers, many other companies are focusing on workers of all ages. Take the Adidas Group, for instance. It has a novel building called "Pitch", located near to its headquarters in Herzogenaurach, which is geared entirely toward adaptive work arrangements.

That means customisable workspaces, whiteboard walls and floors, and collaboration hubs. Employees store their personal gear in lockers, with the option to choose a new spot to sit each day to facilitate collaboration and inspiration from unlikely places.


In keeping with the nature of its products, the company also offers sports facilities to its employees. From a climbing wall, beach volleyball and running trails in Herzogenaurach to a CrossFit box in Mexico and yoga and spin studios at various offices, its employees worldwide are staying active and fit while experiencing first-hand the values of its various brands.

SoundCloud, a global online audio distribution platform, based in Berlin, offers its employees a library, indoor garden, wood-burning fireplace, soundproofed nap room and yoga room. And they're even privy to freshly prepared meals by local chefs, served in a chic Mediterranean café of course. Oh, and one should not forget about the photobooth-equipped party room, which is just perfect for hackathons and meet-ups with others in the Berlin tech scene.

Also in Berlin, mobile football platform Onefootball offers its staff a running track that winds through its offices ... And, down the road at Haribo, in Bonn, staff members are given free Gummy Bears.

Some German companies take extreme measures to keep their employees happy. Enter a certain German insurance company, which decided a night of sex was the best way to keep staff motivated (yes, you read this right).

Back in 2007, it organised an orgy in a Budapest spa to reward particularly successful salesmen. In typical German fashion, the evening was very well organised. "After each such encounter, the women were stamped on the lower arm in order to keep track of how often each woman was frequented," German newspaper *Handelsblatt* reported.

The company admitted the event to the *BBC*, but said that "the organisers have since left the company as this is not the usual way of rewarding our employees". I would imagine that some employees were rather disappointed with this statement... 

HIGH FLYERS



I was horrified to see these gentlemen at work in Soweto recently. Where is their personal protective equipment?

The slogan on the billboard made me smile. "With Mango you can afford to fly." Hmmm. Both gentlemen could have done some flying ... right off the ladder, or the top of the billboard.

I'm not sure that this was the kind of flying that Mango had in mind though.

Janet Botha
Johannesburg

A SAW POINT

While in Slovenia recently, I found a remote log cabin in which to spend the weekend. While taking my dog for a walk, I found this unsafe circular saw in a farm barn...















I wonder how many fingers the farmer still has.

Brian Darlington
Mondi Group



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ADVANCED SAMTRAC

Advanced SAMTRAC offers established HSE professionals an extended qualification in HSE management. This course is an extension of SAMTRAC and is focused on the practical aspects of HSE management. Where SAMTRAC is more theoretical, in Advanced SAMTRAC students will be required to submit a practical assignment, which will focus on the implementation of an HSE management system.

Course Outline:

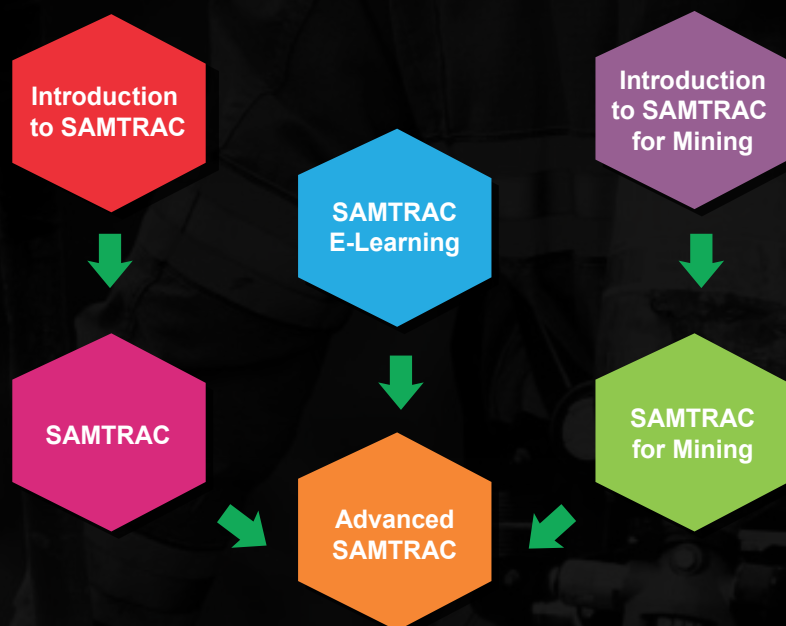
Advanced SAMTRAC comprises a pre-assessment, to be completed before the five-day, facilitator-led classroom tutorial, which covers seven modules. The seventh module is a practical assignment submission due within two weeks of completion of the classroom sessions.

Prerequisites:

SAMTRAC (or an equivalent qualification assessed to be of the same standard as SAMTRAC), or a tertiary qualification in an HSE discipline.

Please note for all classes, learners will require a smart device (tablet, laptop).

With your SAMTRAC qualification, comes a diversified career path, with several options from which to choose:



On completion of Advanced SAMTRAC, the learner will be able to apply the course methodologies and tools to implement an effective SHEQ management system on behalf of their organisation. According to Dr Deonie Botha, Head of Innovation at NOSA, "The industry has been demanding a training course that allows students to add immediate value to a workplace, along with providing career path for students that have completed SAMTRAC."

YOUR SOLUTION TO SUPPLIER VETTING

In managing suppliers within a multiple-site and sub-contracting environment, clients are required to do all that is reasonable and practical to protect the health and safety of the collective workforce. To ease the process, Nosa, the largest provider of occupational health and safety services in Africa, has recently launched a supplier vetting solution (SVS).



"Nosa's SVS is a third-party, independent accreditation programme that assesses the conformance of suppliers to international best practices and responsible supply chain management," explains Duncan Carlisle, CEO of Nosa.

"It is a leading health, safety, environment, quality, and social accountability assessment tool, which provides an integrated solution to organisation-wide risk management."

Nosa's SVS ensures that all suppliers undergo a process of compliance before being allowed on

site. This means that all preferred suppliers meet the standards set by their clients.

The vetting process is broken down into five steps:

1. Nosa works with the client to develop a customised compliance questionnaire. This can be based on any number of pillars, including: health, safety, environment, quality, and legal and social accountability.
2. Suppliers are invited to register through Nosa's web-based vetting platform and set up their supplier profile.
3. Suppliers answer the questionnaire and upload any relevant documentation.
4. Nosa's vetting officers perform a document review to ensure system compliance. If required, Nosa will conduct on-site compliance audits.
5. Based on the results of the document review and on-site auditing process, suppliers are rated compliant and added to the preferred supplier list.

Companies have access to a live dashboard, which gives them full transparency into the compliance of their supply chains. It also provides a list of all preferred suppliers, giving the procurement department a database from which to select suppliers.

The dashboard also gives companies an opportunity to identify weaknesses within their supply chain and provide assistance through supplier development.

Reinhardt Grobler, project manager at Nosa, stresses: "It is not a disqualification process; a number of multinational companies, specifically those in high risk environments, have used the service to identify areas of weakness within their supply chain and have then provided services to improve these."



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Model 600-H

PRINTING IN SECONDS

Brady has launched its first inkjet printer – the new BradyJet J5000 Colour Label Printer – which combines high print speed and full-colour printing with a range of durable materials suitable for indoor safety signs, lean labels and pipe markers.

Full-colour, high-resolution messages succeed best in attracting people's attention. This is incredibly important when warning workers about potential dangers with the use of safety signs and pipe markers, or when using lean labels that help co-workers make efficient decisions on the work floor.

The BradyJet J5000 Colour Label Printer prints full-colour safety and lean signs, logos and images in photo-quality.

It uses inkjet technology to print on Brady's durable vinyl and polyester sign and label materials. These are available in sizes ranging from 5,08 to



20,32 cm, and feature self-adhesive materials for fast printing and easy application.

The J5000 can print in one pass at a top speed of 15 cm per second. Designing these signs and labels can be done in a few steps with a computer and an app which is available from the Brady Workstation platform.

BUILDING MANAGEMENT NOW EASIER AND MORE SECURE

With industry's continued reliance on digital systems, it's become ever more important to boost productivity, improve energy efficiency and help protect companies against cyber threats. That's exactly on what Johnson Controls has based its latest version of Metasys.



The recently introduced Metasys 8.0 provides the latest in building automation system (BAS) enhancement for ease of use, faster troubleshooting, less time spent on tasks, reduced risk and easier integration.

Metasys provides essential instrumentation and control to save energy, lower operational costs and secure operations.

Neil Cameron, area general manager Africa at Johnson Controls, says: "Ease of use and access

to information that can enhance productivity and lead to intelligent decisions are vital features for users. Johnson Controls continues to make strides in advancements in these areas."

Among the system's key enhancements are: graphics that are available across multiple mobile devices; alarm management that enables alarm prioritisation for improved productivity; and improved scheduling and custom trending to save time and assist in troubleshooting.

Additionally, new reporting features make it easier to access trends, alarms, audits and scheduling data. Tenant-based users will also appreciate spaces authorisation, which allows them to access the system and see only the data they need.

"As a result of these improvements, building operators are able to do more from anywhere, on any device. They can drill down to critical information much more quickly, enabling them to resolve issues faster and reduce time spent on tasks," says Nazanin Hoglund, vice president of Systems Product Management.

The system follows industry and government best practices, including added information technology security, which includes secure password management as well as dormant user account reporting. It's also easier to integrate with other systems than ever before.

NISSAN AND BMW ELECTRIFY V&A'S PARKING LOT

Nissan South Africa and BMW Group South Africa have added momentum to Cape Town's green revolution with the introduction of their first joint electric vehicle (EV) and plug-in hybrid electric vehicle (PHEV) charging stations in the Western Cape.

The three charging stations are located at the V&A Waterfront and use the faster direct-current charging method and Type 2 connectors to charge a wide range of current and future EVs and PHEVs.

Last year Nissan and BMW signed a memorandum of understanding that will see them jointly install EV charging stations across the country's main metropolitan nodes. The joint venture started its operations in Johannesburg with a combined charging hub at the Industrial Development Corporation in Sandton and the Department of Environmental Affairs in Pretoria. It is also installing charging stations at several of the brands' large metropolitan dealers.

The planned charging stations will supplement



the stations already available at certain BMW and Nissan dealerships – that can charge both manufacturers' electric vehicles – and it forms part of the two companies' strategy to support the adoption of EVs in South Africa's most populous cities.

The companies have confirmed that they are working on charging infrastructure at Brooklyn Mall in Pretoria and they will add a number of smaller alternating-current (AC) charging stations around Pretoria, Johannesburg and Cape Town to expand South Africa's EV charging network.



Public Course Schedule: 2016 – Johannesburg

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

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

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

WORKING TOGETHER FOR BETTER SAFETY

President of SaioSh, Robin Jones, asks where we should start to improve occupational health and safety (OHS)



ROBIN W JONES

Years ago, I read a book on firefighting in the United States (US), which focused on injuries to firefighters.

The book made three broad statements:

- a) Each year, more firefighters in the US are killed in firefighting activities, than policemen.
- b) Every single hazard, to which firefighters can be exposed, has already been identified.
- c) If the hazards are already known, why do firefighters keep getting killed?

The answer given in the book is that: "there are always NEW firefighters".

Over the last 12 months or so, I have been privileged to listen to a number of exceptional speakers telling us about the many ways to get results in terms of reducing injuries to employees. I have heard about some companies that have achieved spectacular and sustained decreases in their injury rates.

Sadly, in spite of all these activities and achievements, across all industries we still continue to injure employees and, in some cases, lose workers through fatalities. Some industries, unfortunately, show a higher rate than others.

MY OBSERVATION

The prevention of accidents and injuries could have started as far back as 1941 when the Factories, Machinery and Building Work Act was introduced. Credit must first be given to the mining industry, though, which had legislation introduced in (as far as I'm aware) 1910.

Again: If all the requirements for a safe workplace and safe working conditions are known, why are we still injuring and killing employees?

I could borrow the American firefighters theory, that there are always new employees, but, instead, I want

to repeat an anecdote that colleagues have often heard me quote:

Have you ever seen a safety officer with bruises on his/her forehead? The bruising comes when the OHS practitioner runs into a brick wall known as management.


Fortunately, I was lucky enough to work with dedicated management, who were committed to the principle of OHS being a partner in the running of the business, and did not like short cuts. I had management who listened, set the example and "walked the talk"...

HOW CAN THIS DILEMMA BE SOLVED?

I would suggest a threefold approach for all management:

1. Don't be afraid to ask for help from the OHS practitioners. In addition, look around and learn from your peers. Find out how successful companies get results with injury reductions.
2. Our current legislation, the Occupational Health and Safety Act, is a world-class tool for assisting management to control the workplace and reduce accidents and injuries. The Department of Labour is currently reviewing the Act to improve it even further. Learn to use it rather than reject it.
3. Make safety (the freedom from harm) just as much a part of the business as any other process.

THIS ISN'T THE ONLY SOLUTION

The great thing about OHS practitioners is that they are resilient. In addition, they have a common motto: "safety is for sharing". Members must respond to articles and voice their impressions and suggestions. Whether comments are favourable or unfavourable, the sole purpose is to learn how to get an accident-free environment. 

NOTHING IS ACCIDENTAL

Through its Safetember initiative, the Federated Employer's Mutual Assurance Company (FEM), is taking the fight to accidents – particularly motor vehicle accidents – in the construction industry

According to the FEM's statistics, motor vehicle accidents (MVAs) account for ten percent of all accidents. So far, 2016 has been no exception; with MVAs accounting for 10,22 percent of all accidents as at September.

When we analyse the statistics in greater detail, a rather disturbing picture emerges in terms of fatalities.

Accidents in the category of people being struck by an agent accounted for 33,87 percent and numbered 1 936, of which six were fatal. On the other hand, 27 MVAs were fatal, out of a complement of 584 accidents.

Furthermore, MVAs account for some of the highest costs for injuries on duty – the 584 MVAs recorded this year to September each cost an average of R80 562. This was the second highest of all accident types recorded.

It's clear that the problem is very serious, which

is why, during 2015, FEM launched its Safetember initiative.

"Safetember was launched to bring awareness to the soaring number of motor vehicle accidents, as well as other preventable accidents, on construction sites," explains Thelma Pugh, MD at FEM.

"It was designed to encourage organisations to enhance the skills of their drivers and to create a culture of road safety, to ensure that their workers, and all those who drive vehicles, remain safe on our roads," Pugh elaborates.

It is generally acknowledged by those active in the construction sector that many MVA fatalities are as a result of workers being transported (often to and from the construction site) on open trucks or bakkies, which then become involved in accidents.

As it is still a new programme, it was important for FEM to establish the relevant criteria for the Safetember platform. On June 8, industry players including Saioh, Master Builders South Africa



“ It's clear that the problem is very serious, which is why FEM launched the Safetember initiative.

The voice of experience

FEM's managing director, Thelma Pugh, who started at the company 30 years ago, worked as the financial manager, general manager and, since 2004, has held the title of managing director.

During that time, Pugh has had an opportunity to promote health and safety in a meaningful way.

"Industry needs to take greater responsibility for controlling the risks that it generates," explains Pugh.

"A human tragedy does irreparable harm to the family and the extended family structure; robbing them of breadwinners and increasing the number of widows and orphans. The frustration is that most of these accidents are totally preventable," she continues.

As such, Pugh has some advice for the industry ... which is to ensure that "nobody in construction should be dying for a job".

Only the voice of experience could put it that simply...




ABOVE: While the construction industry is fraught with danger, reducing motor vehicle accidents remains a pressing issue for all role players.

(MBSA), South African Forum of Civil Engineering Contractors (SAFCEC), as well as relevant departments within government, joined FEM for an inaugural meeting. The outcome, according to Pugh, was a step in the right direction.

"Some of the initiatives planned for the forthcoming year include full-scale media advertising, a 'Report Bad Driving' campaign, the creation of safety posters for construction sites, a minute of silence for those who lost their lives in construction, and a variety of other initiatives designed to strengthen safe behaviour," explains Pugh.

Other driver-related aspects to be addressed through the programme include: substance abuse; sharing of information; sub-contractor safety; driving habits and advisories; and elimination of cellphone usage when driving – texting in particular.

It is hoped that, by this time next year, we will see a drastic reduction in the number of MVAs reflected in FEMs statistics. 



ARE YOU A GAME RANGER OR ZOO KEEPER?

There are vast differences in the extent to which lions thrive in the wild and in captivity – no matter how similar the beasts appear to be. It's the same with human beings...

Several years ago, I had the privilege to go on a safari to the Serengeti. It was such an amazing experience. One of the highlights was when we came across a pride of nine lions.

The two males were lying in the short grass with their heads protruding. Nearby, the wildebeest walked past casually, but attentively. That was until the dominant male stood up. It was as though a shock wave went across the plain: everything scattered.

There was electricity in the air; it was a sight to behold. The lion had such a commanding demeanour. I took so many photos in a meagre attempt to try to capture the encounter.

I arrived back in South Africa and, for a lack of a better word, was amped. In my enthusiasm I decided to take my kids to the Johannesburg zoo. As we edged our way closer to the big cats, our expectation grew. The Johannesburg zoo has these large windowpanes allowing you to look right into the lion enclosure.

It was our pure fortune to find a lion resting against the glass. In a rush of adrenaline, my kids bolted to

touch the glass as if they were touching the lion itself. They were enthralled in the moment. When I finally caught up and looked at this powerful beast, I was surprisingly disappointed.

I started to question the reason for my unexpected feelings. They were so completely different to my recent experience. It dawned upon me that there was a clear distinction between the two lions. The one had this majestic presence and radiated a bold authority. The other seemed so useless and pathetic.

Yet, when I examined the one in the zoo more closely I realised it had about the same size frame, same size paws, sharp teeth and impressive mane. In fact, they were almost identical. In all aspects they had the same potential. So why was there a difference?

My only conclusion was the difference in their environments. Now imagine the zoo keeper coming to the captive lion and saying: "You are pitiable! You laze around here all day. You don't even smile for the visitors. You are so useless that I have to come and give you food. No more!"

I don't know about you, but, if I was that lion, my



concerns were regularly ignored? When interacting with workers, I frequently come across this sentiment: "When I do a good job no one notices, but the day something goes wrong then my manager is quick to reprimand me. Why bother? No one cares anyway, unless I am in trouble."

If you worked in such a situation, would you not also become disgruntled and stop giving your best?

Tony Doyale said it best: "Even the best mindset will become contaminated and eventually blunted in a toxic organisational culture."

When there is a prevailing lack of commitment concerning safety, or any issue in that matter; instead of blaming workers, it might be more apt for leaders to look in the mirror and ask what they have done to produce such an environment.

Just as lions thrive in a certain environment, so do human beings. Such an environment doesn't magically happen; it needs to be created. Effective leaders intentionally cultivate conditions that tap



response would be: "Jump in here and watch how I get my own food." The whole scenario is absurd. So what has this got to do with safety?


I often hear leaders express their frustration that employees are unwilling to take full responsibility for their work and safety. Recently, a senior manager voiced his irritation: "My people have such a bad attitude."

Fortunately, I knew him well enough to sarcastically reply: "Oh course they do, they work for you." I wonder how many of the so called "poor performers" are merely a reflection of their working environment? Is it possible that we are the main reason behind the very conditions we don't want?

I wonder how many managers would become annoyed and disengage if their suggestions or safety

into individuals' abilities, allowing them to grow and contribute their talents and creativity in order to achieve a meaningful purpose.

People are expected to take responsibility, so their ideas should be listened to, concerns addressed and recommendations supported. All employees should be empowered to do their work safely and should be held accountable for the decisions they make.

In your endeavour to have such a culture, how are you consciously functioning as a game ranger and staying clear of being a zoo keeper? 



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.



SAFETY COMMUNICATION TO CAPTIVATE

Safety communication efforts can become boring if we, as safety and health professionals, continue doing the same things year in and year out

Let's face it, the conventional safety and health presentation showing the lagging indicators from the previous months and years don't get many people excited. The same applies to the safety and health toolbox talks that are presented to working groups on site.

A few months back, I was visiting one of our operations during an annual maintenance shutdown. Having concerns about the safety culture of one of the contractor companies, a colleague and I participated in the contractor's daily toolbox talk.

Not surprisingly, what we witnessed was disappointing: the safety officer, rather than the contractor manager or supervisor, conducted the toolbox talk, and he simply proceeded to read two full pages of safety jargon verbatim. To add to the challenge, the content had very little relevance to the maintenance shutdown activities that were front of mind at the time of our visit.

For example, this particular toolbox talk would have been an ideal opportunity to address the high-risk activities associated with the mill's maintenance shutdown, including topics such as working at extreme heights and heavy lifts.

The reality is that, regardless of the fact that the safety content has the potential to save lives, the way in which we deliver that content plays a critical role in how well it is received and internalised.

IT'S IN THE "WHAT" AND "HOW"

To ensure maximum impact, the way we communicate needs to captivate our audience! We need to catch the attention of employees and contractors from the start; they need to feel completely engaged in what we're saying and how we're saying it.

To do this, we should:

- Select topics that are relevant to the risks of the current tasks being conducted, as well as the department or working area;
- Keep safety talks brief, clear and to the point;
- Ensure talks are focused on the high-risk activities and not the same old housekeeping or personal protective equipment-type issues;
- When using photographs to support the content, seek images from the actual site;
- Avoid using only off-the-shelf/generic safety talks and posters – rather provide a customised message;
- To be more effective, health, safety and environment

(HSE) professionals should assist by developing the communication material. However, the safety talks should be conducted by the managers and supervisors. The message will be more powerful and have a better effect if the working teams hear it from their leaders rather than the HSE professionals.

- It is always useful to develop a poster or two linked to the safety talk, which can be placed on the HSE

“ From the start, the audience needs to feel completely engaged in what we're saying and how we're saying it.

with which employees embrace these days seems to grow every year.

There is so much that companies can do during similar focused HSE days to promote the safety, health and environmental programmes and drive a culture of safety. Some examples include:


- Encourage employees and their families to focus on creating a 24-hour safety mindset.
- Conduct regular information sessions focused on the top risks specific to that site.
- Involve third-party companies to promote activities such as road safety, healthy eating and stopping smoking.
- Use simulators to demonstrate the benefits of wearing a seat belt when in a vehicle.
- Conduct hazard searches, during which employees and contractors are requested to search for specific hazards related to the selected topics. These can then be listed and suitable action plans developed to address the issues.

- Launch new initiatives, videos and employee engagement initiatives.
- Demonstrate the use of key personal protective equipment such as fall-arrest equipment and breathing apparatus.
- Conduct refresher training for forklift and other mobile plant and equipment operators.
- Involve family members to develop a set of safety posters that can be used for an annual calendar.

SO WHAT SHOULD LEADERS DO?

Just think about how many people actually listen to the air hostess giving the safety instruction on an aircraft prior to take off – not many! When asked why not, the most frequently stated response is: “I have heard it so many times before!”

The same human behaviour applies to our industrial safety communications – if it's the same old message delivered in the same old way, your audience may hear you, but are very unlikely to listen. This has no benefit on your drive for continuous improvement and zero injuries.

Encourage and support your front-line managers and safety professionals in developing suitable skills to be able to prepare and present good, to the point and interesting safety communication material. This will, without doubt, make a huge difference to your future efforts. 

FOCUSED HSE DAYS

Consider having a focused HSE day each year, during which all sites within the company place additional focus on the HSE topics. The company that I work for has an annual “Making a Difference Day” during which all operations worldwide are encouraged to dedicate a full day to focus on the safety, health and environmental issues prevalent in their working and personal lives. The enthusiasm



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.



VICARIOUS LIABILITY

RECONSIDERED

Vicarious liability is of considerable importance in the occupational field. This month we take a point of departure to discuss its development

This form of liability is said to exist when one person is held accountable for the wrongful acts of another. Essentially, vicarious liability deals with the question of when the employer can be liable for the wrongful acts of its employees.

If, for example, an employee negligently causes a motor accident resulting in an injury to a third party, can the employer be held liable to pay compensation? Further, if the employee commits a crime, say speeding, can the employer be held to be criminally liable? In other words, can both civil and criminal liability be imputed vicariously?

If we go back far enough, in the past there was only one form of liability. No distinction was drawn between civil and criminal liability. About 150 years ago, civil liability began to develop. Today three forms of liability exist. The fundamental point of departure came much later, because at first there was no such thing as vicarious liability. It simply could not exist, because it is against all fundamental legal principles.

The prohibition can be traced back centuries. It is even articulated in the Bible:

Ezekiel 18:4 Behold, all souls are mine; as the soul of

the father, so also the soul of the son is mine: the soul that sinneth, it shall die.

Ezekiel 18:9 Hath walked in my statutes, and hath kept my judgments, to deal truly; he is just, he shall surely live, saith the Lord GOD.

Ezekiel 18:20 The soul that sinneth, it shall die. The son shall not bear the iniquity of the father, neither shall the father bear the iniquity of the son: the righteousness of the righteous shall be upon him, and the wickedness of the wicked shall be upon him.

Not surprisingly, it took centuries for vicarious liability be introduced and become accepted. To this day, criminal vicarious liability has never officially been accepted by the courts. It became economically logical and expedient to make an employer vicariously liable for the wrongful acts of its employees.

Taking the motor accident example into consideration, obviously, if an employee is driving a company vehicle on company business, the employer should bear the risk of an accident occurring when the employee is acting in the course and scope of his or her employment.

This position was fairly well established by the end of the 1900s. Once this limited form of vicarious

liability is accepted, the risk can be dealt with in an economically efficient manner by way of insurance. The company can insure itself against this risk centrally.

Initially, there was considerable resistance on the part of the courts to recognise a general doctrine of vicarious liability. It was introduced primarily via the courts and not parliament.

In England, in the famous case of *Priestly versus Fowler* [1837], one employee was injured by a fellow employee and the court was asked to determine whether the employer was vicariously liable for the acts of the employee. The court refused to do this. So an exception existed in English law. No vicarious liability existed arising out of the acts of fellow employees; the so-called fellow employee, or common employment defence.

This was only abolished by statute in the mid 1900s, but not before it had been exported to countries like Australia and the United States of America, among others. Today it is well established that the employer can be vicariously liable for the wrongful and negligent acts of its employees that are committed in the course and scope of employment.

Vicarious liability for occupational accidents caused to fellow employees became largely an academic issue in many countries, because these claims were dealt with by workers' compensation legislation.

Deciding when the action was in the course of employment is a major problem in itself. For example, an employee goes to a pub for some drinks and, on the way back, now under the influence of alcohol, causes an accident – can it be said the accident was caused in the course of the employment? In one case it was argued it could, indeed, be the case since the employee was returning the vehicle to the place of work when the accident occurred.

Sometime ago, we discussed the Australian case where a woman was injured when a light fitting struck her in the face while having sex, during a time when she was technically at work. In that case, the various adjudicating bodies kept changing their minds – some holding that the incident happened in the course of employment and others disagreeing.

To overcome this problem, some academic writers have suggested the test be changed to a risk test. This was tried in one case. While off duty, a policeman assaulted a member of the public in an attempt to impress his ex-wife.

The member of the public sued the minister of police alleging vicarious liability. Since the policeman was off duty and clearly not acting in the course of his employment, according to the traditional course of employment test, the minister could not be held liable.

The problem with this test is it is too broad and arbitrary. It was subsequently rejected and the traditional test was reinstated.

In 1975, when the courts recognised that liability can exist for mere omissions, it opened another can of worms. Which omission and which employee can create liability? For example, a female employee sued her employer alleging she suffered harm when she was sexually harassed by her boss, a fellow employee. According to her version, there was a long history of harassment, and one night, while she and her boss had met after working hours and sat in his car, he harassed her at gun point.

The question then was: could the employer be liable for the actions of the woman's boss? It was also argued that the employer was liable because another boss knew about the harassment and did not take steps to prevent it. So, which was the offensive act here; the harassment, or the failure to take steps to prevent the harassment after becoming aware of the circumstances?

Clearly, with the recognition of liability for omissions, the basis of vicarious liability has expanded.


The most recent developments are more troubling. Increasingly, liability for criminal vicarious liability is being introduced, especially for companies in terms of corporate vicarious liability.

Currently, to the extent that it can be said that criminal vicarious liability exists, it exists because of specific provisions contained in the Criminal Procedures Act. This requires that the specific employee and the wrongful act be identified. In the field of criminal liability, contrary to civil liability, the causal link is very narrow.

Take, for example, the South African case where an employee was killed because he lit a match in an oxygen-filled confined space. This situation is governed by health and safety regulations and the possibility of a criminal prosecution existed.

It can be argued the safety regulations were not followed. The problem is that the employee who lit the match was the safety officer ... under these circumstances a criminal prosecution is unlikely.

The more troubling development is the third form of liability, which has arisen in the last decade. Increasingly, regulators are imposing huge liabilities (running into billions of rand) in the form of administrative penalties. The multibillion dollar fine imposed on MTN Nigeria is but one example.

In this case, no attempt has been made to follow either the civil or criminal basis of vicarious liability. Instead, the fine is just imposed arbitrarily, by people whose ability to weigh the facts and then determine the appropriate penalty is highly suspect. 



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.



ALL TOO FAMILIAR

Driving may be one of the most dangerous activities we do. So what can a close encounter with a bunch of hungry sharks teach us about staying safe on the roads?

Sliding off the boat and into the crystal-clear water I was in paradise. Descending 25 metres and swimming gently into an underwater rock formation known locally as "Raggies Cave", I saw them, maybe a dozen, cruising lazily round in circles. The spotted ragged-tooth shark – *Carcharias Taurus* to give the proper name, or "raggie" locally – is one of my favourite sharks.

These fine specimens were between two and three-metres long, with a broad, arched back and up to seven rows of gnarly looking teeth. The Aliwal Shoal, just off the coast of Umkomaas, is known throughout the world as one of South Africa's premier destinations for shark lovers. Sneaking in a quick break between working with clients on the East Coast, I was feeling relaxed and happy – and then I felt the teeth break through my skin.

At this point I'm sure some readers will have already concluded that diving with sharks is extremely dangerous and should be totally avoided, but here I was, on the ocean floor, bleeding, with a swarm of sharks buzzing just inches from my head...

I've been diving with sharks for almost 20 years now, getting up close and personal with raggies, zambezis, tigers, great whites and many more. Each dive has always been meticulously planned, and

over the years I've learned more and more about shark behaviour. So what went wrong?

OPEN WIDE, SAY AAAARGHI

As I entered the cave I was well aware of the sharks; counting them all carefully, sizing them up and observing their behavioural traits. I noticed a shoal of brightly coloured fish swirling around beneath the arch; a ray tucked into the sand in the far corner, and a grouper milling around aimlessly.

I checked my depth and air gauges; all fine. I made mental notes of the rock formations, and planned my emergency exit routes. It was the perfect start to a dive, so I settled in with the sharks.

A current began to pull through the arch, but, being fascinated by the sharks, it didn't bother me. Focused on the dangerous predators in front of me, I didn't notice the old potato cod grouper (or "brindle bass") approach, but he'd spotted my white fingers flashing through the current and decided they might just be sardines, or the like, and gave them a chomping.

Back on the boat, I looked at the cuts to my fingers in disbelief. Concentrating on my very familiar and comfortable shark experience, I'd not even given the bass a second thought, and missed an important safety precaution.

In his epic book *Zen and the Art of Motorcycle*

Maintenance, Robert M Pirsig offers: "What makes (the) world so hard to see clearly is not its strangeness, but its usualness. Familiarity can blind you." Had I been too comfortable and familiar?

FROM PERCEPTION TO REALITY

A few days after my underwater encounter, I was delivering safety leadership training for Africa's leading construction company and our group was discussing risk perception. One of the leaders – among the top 100 in the company – remarked: "You dive with sharks, Andrew, so you must not care too much about the risk."

I responded by asking what the biggest risks were in his life. As a manager of multi-billion construction projects, Johannes, as anticipated, started to reel off the hazards of a construction site – "work at height; things falling from above; slips, trips and falls; manual handling ..." – until I stopped him and asked how much time he really spent among these risks.

Admitting that he also spent a fair amount of his time in meetings and managing paperwork, he began to think a bit more. "Maybe driving home," was his next suggestion. I asked him if he felt he was a safe driver. "Absolutely!" he replied with confidence.

I ventured further: "Would you describe yourself as average, above average, very good, or perfect?"

The reply was quick: "Definitely above average." It was time to open the question to the group. Marking out a line on the floor with a series of ten sticky notes, I explained that I wanted the group of leaders to

stand where they thought best represented their driving ability; the sticky notes representing a scale from one (poor) to ten (perfect), with seven being average ability.

Twenty leaders jostled for position: 17 of them scored themselves seven or above, with 14 of these rating themselves eight or nine, and two giving themselves a ten out of ten rating. One leader stood alone at the other end; giving himself a score of three.

"I've had a couple of accidents recently, and I'm a bit of a nervous driver to be honest," he explained. While the laughter and good-natured heckling from his colleagues continued, I walked back to the other end of the line to ask those "perfect" drivers why they were standing there.

"Because I've never had an accident," was the first reply from the smartly dressed executive standing on the number ten sticky note.

"I always arrive at my destination," said the other.

ABSENCE ≠ EXISTENCE

The absence of accidents, however, does not equal the existence of safety. Have you seen the latest Hollywood blockbuster to be based on a real-life event? *Deepwater Horizon* with Mark Wahlberg retells the story of the ill-fated oil rig in the Gulf of Mexico, which claimed the lives of 11 men and seriously injured 17 more, in April 2010.

The story behind the movie – revealed through a series of official independent investigations – shows that on the day the rig exploded senior leaders had helicoptered in to celebrate seven years without an accident on the platform. Just after they departed the celebrations, the pressure in one of the main pipelines was so great it ripped through the rig.

DOES FAMILIARITY BREED CONTEMPT?

In the same weekend that I was swimming with the sharks, seven people died and 20 others were seriously injured on roads in the surrounding KwaZulu-Natal region. Scanning the reports it became apparent that all were local people. Had familiarity blinded them, too? Perhaps: the reports stated that, of the 20 people that lost their lives, not one of them was wearing a seatbelt.

One of the cases hit hard. On the same day that I'd been travelling home from a meeting with a large agricultural foods processor, a man died and his wife was seriously injured when their car rolled across the R614 just outside Tongaat. The emergency services arrived on the scene and, using hydraulic cutting equipment, took apart what remained of the vehicle in order to extract the couple.

The man, not wearing a seatbelt, had died almost immediately "of extensive traumatic injuries", on impacting the steering wheel and front windscreen of his car. Waiting for the medical services to arrive, his wife, also not wearing a seatbelt and now trapped in the car, could do nothing but stare at her dead husband's body. With life-threatening injuries she

“What makes (the) world so hard to see clearly is not its strangeness, but its usualness. Familiarity can blind you.”

was rushed to hospital. In the meantime, their two children were being cared for by friends and neighbours.

It's not just adults losing lives in vehicles. Around 85 percent of South African children travel unrestrained in cars, and child passenger deaths are now the fourth-leading cause of unnatural deaths in South Africa.

Tests with dummies and investigations of real-life accidents reveal that, even in lower-speed crashes, an unrestrained child is thrown around the inside of the vehicle and, in some cases, ejected out through one of the windows. At 40 km/h the impact on a child's head is the same as dropping the child from a height of six metres.

SOCIAL NORMS AND THE CHALLENGE OF BAD MATHS

Over the last ten years, I've visited this magnificent country twenty times. On each visit I never cease to be amazed at the attitudes to road safety. As I am driven between hotels and work locations I count the number of drivers I see not wearing seatbelts. Those wearing the safety device are very much in the minority.

My drivers (whether arranged by the client, or recently, via Uber) arrive smartly dressed with a clean car and a bright smile. In that split second before we pull away, I check whether they are wearing a belt. If not, a polite request – typically indicating that the driver seems like a nice chap and I don't want him to be hurt while driving me today – normally does the trick, and the driver buckles up immediately without hesitation nor offence.

South African legislation stipulates that everyone in a car should wear a seatbelt and children should be in a proper child safety seat. It's the driver's responsibility to ensure everyone is buckled up. So why don't South Africans wear seatbelts?

Back at our safety leadership training ... with a full 80 percent of the group rating themselves as "above average" in their driving ability, the maths just didn't add up!

It was time for question number two: "Who always wears their seatbelt when driving?" Only two hands were raised. Johannes (the site manager, who had begun the discussion by declaring he was an "above average" safe driver) was not one of them.

Each leader offered their best reasoning for why they didn't feel seatbelts were necessary all of the time, with many suggesting that on familiar roads they were safe without them.

As we broke for coffee, Johannes, now looking pretty low, approached me and looking me square in the eyes said: "I'm an idiot" as he lifted up his cellphone, on the screen was a photo of a very badly smashed up car.

Johannes explained that this was his sister's vehicle. She had been travelling with two friends on KwaZulu-Natal roads at the weekend when they were involved in a terrible accident. The car – a tough-looking station wagon – was written off, but, fortunately, the women inside were okay – but only thanks to their seatbelts.

DRIVING SAFETY FORWARD

There are at least 43 (reported) fatalities every day on South African roads. More simply, that's one every 33 minutes. Research undertaken by the United States Traffic Safety Administration shows that seatbelts reduce the chance of death during a crash by around 53 percent.

Child safety seats reduce the risk of passenger death by 71 percent for infants and 54 percent for toddlers.

Don't be blinded by the familiar. Go well, and buckle up every time. 



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

From Accidents to Zero

A practical guide to improving your workplace safety culture

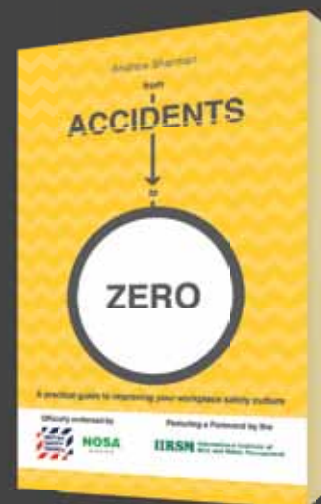
Thought-provoking and insightful. From Accidents to Zero progressively pushed me to see new connections, and new ways to address organisations' safety culture and risk management challenges.

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



THE NEW STANDARD OF MINE DESIGN

WorleyParsons RSA, a project delivery company, comments on the development of a new ISO standard – ISO 19426 Design of structures for the mining industry

New ISO standards are developed to define requirements, specifications, guidelines, or characteristics related to an industry sector that can be consistently applied worldwide. ISO International Standards ensure that products, services and procedures are safe, reliable and of a good quality.

WorleyParsons RSA recently participated in two workshops (held in Stockholm in June last year, and in Dubai in January) to develop the new standard. A further meeting is planned for October, to be held in Toronto.

"We are providing input to this standard as we believe that the greatest contribution we can make to the mining industry is our experience, having executed the design and construction supervision of many shaft projects," says Denver Dreyer, CEO, WorleyParsons RSA.

Once the need for a new ISO standard has been identified, a working group under the appropriate technical committee is formed, in this case TC82.

WG4, the working group for the development of ISO 19426, is chaired by Geoff Krige, a South African structural engineer with significant experience in the design of mining structures. The working group comprises a panel of technical experts from countries with an interest in structures in the mining industry.

One of the major challenges with the preparation of this code is to obtain buy-in from all the countries

that are represented in the working group. This requires that aspects that are designed differently in the representative countries are discussed in detail, and an agreement has to be reached about the approach to be adopted in the standard.

Another aspect that proves challenging, is that all the members of the working group are volunteers, supported by their employers.

Hamish Riddet, senior project manager at WorleyParsons RSA, is the company's representative for WG4. He says that, to reduce the overall time and effort required to prepare the ISO 19426 standard, the working group used the SANS 10208 code – a set of standards covering the design of mining-related structures published by the South African Bureau of Standards – as the basis.

"Using a document that was already available has contributed significant value to the process of preparing the ISO draft standard," he says.

"We believe strongly in impacting the society at large, and participation in international standards is one of the ways in which we give back to the mining community," continues Dreyer.

"These standards provide the industry with best practices, while ensuring that we enhance safety that is embedded in the design codes and construction activities. Participating in ISO standards is a positive way to impact safety culture in the greater mining industry and show the commitment of WorleyParsons to achieving zero harm," he concludes. **SM**

IS TRAINING SOUTH AFRICA'S SAVIOUR?

South Africa's rate of unemployment shows no signs of abating any time soon. Could this be addressed via training? CHARLEEN CLARKE discovers that this topic attracts some heated debate...

Any discussion around unemployment was bound to be controversial. For goodness' sake, we cannot even agree on the unemployment rate in this country. Officially, it hovers around 27 percent (some say the figure should be higher).

A recent email that went viral claimed that "unemployment has increased by 60 percent since 1994". According to Africa Check, that's not even remotely true; the official unemployment rate then was around 20 percent.

The same email stated that South Africa has one of the highest unemployment rates in the world and, according to Africa Check, this is true. "The International Monetary Fund (IMF), for example, is one of a number of organisations that monitors unemployment rates. In some cases, where data is unavailable, it provides estimates.

"According to the IMF's most recent figures, South Africa has the sixth-highest unemployment rate behind Macedonia, Bosnia-Herzegovina, Serbia, Greece and Spain. However, many African countries are not included in IMF figures and anecdotal evidence suggests unemployment levels across the continent are high. In Zimbabwe, for example, President Robert Mugabe's party claims unemployment is 'hovering

around 60 percent'," the organisation warns.

So that's irrefutably true; our unemployment rate is one of the highest in the world. What can we do about it? Do we have enough skilled people in South Africa to fill those vacancies that DO exist? Are companies paying enough attention to training? Are there enough suitably trained and qualified people (within the SHEQ industry)?

Brian Darlington, group head of safety and health for the Mondi Group, based in Vienna, Austria, and SHEQ MANAGEMENT columnist, says he's not convinced that training could ease this country's unemployment woes. "I am not sure if it's about training; I think it's more about the availability of work," he comments.

Darlington believes that South African companies could, however, do more when it comes to SHEQ-related training. "We are finding it difficult to fill the senior safety and health positions with suitably qualified and experienced people," he reports.

He says that companies such as Mondi are certainly placing massive emphasis on training. "I am not sure what other companies are doing. However, at Mondi, it's a huge issue and, as a result, we have our own Mondi Training Academy. We are placing a lot of focus on the training of management teams, as well as first-line leaders.

"I believe companies need to place stronger focus on the training of supervisors and foremen, as these are the people who are often promoted because they are good operators or artisans. However, these people do not have the necessary skills to manage their teams," he points out.

Fulufhelo Lottering Muthevhuli, SHEQ officer at HM Group Cape Town, agrees that training is important, but he says that a lack of training is not solely to blame for the country's unemployment statistics.

“ We have people with book knowledge, but no experience ... and that's dangerous.

"Certainly, more practical training will give us skills to manufacture products of our own. We need to train people to use our natural resources to develop the products. We also need more SHEQ-related training. There are not enough of us. We still need more professionals to come on board and be part of ensuring compliance to the relevant acts and regulations," he tells SHEQ MANAGEMENT.

Robin W Jones, president of the South African Institute of Occupational Safety and Health, also has some interesting comments on the topic. "Personally, I don't believe that training will solve the unemployment problem. Unless the economy is vibrant, there is no upsurge in job creation.

"Employers cut costs and automate. Just look at the motor industry – robotics is now the in thing. You still need a worker to load panels into a jig, but then the robots weld the whole thing together – and they do it faster than people and without errors," he points out.

Having said that, Jones is – of course – passionate about education, skills and training, but it's clearly a subject that raises his blood pressure somewhat. "Albert Einstein said: 'If you always do what you always did, then you will always get what you always got'. Unless something major changes, I have no hope for the ignorant masses. To me education is the key

that opens the door to passages that take you to the journey of your life.

"Without the education there is no key to start the journey, but then I read of school boycotts, burning of school property and other vandalism. I see young people destroying their computers, attacking teachers ... and then ill-prepared pupils insist on a free university education. In our day, if you had no money you did not go to university, no matter how brilliant you were (unless you got a bursary)!" he points out.

Riaan Venter, founder of SA Construction Safety Training, is another individual with some controversial views on the subject. Like all the other industry commentators, he believes that training is important.

"It is somewhat easier for trained people to find employment – but many companies don't pay enough attention to training as they are trying to reduce costs. The first place where cuts are made is on training and safety-related expenses; companies believe that these are not needed," he tells SHEQ MANAGEMENT.

Venter says that, sometimes, too much emphasis is placed on qualifications. "What makes a person qualified? Is it the fact that they have a certificate, or does experience also count? I would much rather employ a person with the required experience and then get him qualified – instead of employing a person with qualifications and then giving him the experience.

"In the safety field, there is an influx of newly qualified people, without actual experience. This is killing the market for the experienced guys, as the newly qualified people get paid less by companies, once again saving money," Venter says.

He acknowledges that his comments are controversial. "Should I have offended anyone, I am sorry, but this is the way it is out here in the field. We have people with book knowledge, but no experience ... and that's dangerous," he concludes.

So there you have it. Is training South Africa's saviour? The answer appears to be a resounding no. Yes, training is, of course, vitally important, but it's far from a panacea. Instead, we have many more challenges that need to be addressed if we want to see unemployment figures plummeting.

Reference: Africa Check, a non-partisan organisation which promotes accuracy in public debate and the media. See more at www.africacheck.org. 

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AS GREEN AS EVER

Once again held in the Drakensburg, Noshcon celebrated its 55th anniversary this year. It's clear, from the topics of discussion at the event, that occupational health and safety (OHS) has come a long way during that time. NICOLA JENVEY reports

Established by the government, in 1951, in a bid to reduce injuries and fatalities in the workplace, Nosa provides occupational health, safety and environmental risk-management services and solutions.

MICROOmega Holdings acquired and restructured the business in 2005 to focus on creating a national service provider that meets the growing demand for occupational health and safety services.

The 55th annual Nosa Occupational Risk Management Conference and exhibition (Noshcon), held at Champagne Sports Resort, from August 30 to September 2, brought a range of topics to the fore. While we will discuss more of these in the forthcoming issue, here are just three.

INVESTING IN PEOPLE

The opening session addressed the topic: Corporate Social Investment (CSI). The session concluded that CSI was not charity and should be based on sound business decisions that generate profits, while being aligned with a company's core objectives.

Essentially, companies have to recognise the distinction between a CSI obligation and its effective implementation, with the latter being the mechanism by which to manage risks and create business opportunities while making a difference in communities.

"Charity is an investment prerogative, while CSI is the opportunity to manage risk by using that

investment and development as a strategic tool. It is a chance to build a company's good reputation, based on its investments into the community, which then translates into business opportunities," said Bannerman Resources CEO, Brandon Munro.

Expanding on this definition, The Kinetic Leadership Institute CEO, Brett Solomon, cited the examples of Coca-Cola and Pedigree. In the first example, the soft-drink giant elected to raise awareness of the impact of global warming on the polar bears, thus installing vending machines that showed the Arctic temperature once a purchase had been made. Limited-edition cans incorporating the endangered species were also designed.

In the second example, Pedigree encouraged consumers to "adopt a dog" by donating a portion of the sale price to animal shelters and rescue organisations, while also encouraging people to rather get their pets from these institutions.

A third example was Google's decision to operate in a more environmentally friendly way by shifting its 87-million users onto the electronic cloud. The outcome was an 87-percent decline in the company's electricity bill – an amount sufficient to power the city of Los Angeles for a year – and a significant increase in company profits. At the same time, the company was touted as a green company.

Solomon said that in each case the companies invested in CSI connected to their businesses and the outcome boosted sales. In aligning CSI projects to the



core business, companies can maximise the benefits of their spending and investment in these initiatives.

Intra-Safe CEO, Ken Annandale, said companies also need to approach CSI using the fish analogy – "give a man a fish and you feed him for a day; teach him to fish and you feed him for a lifetime".

"CSI is not about charity or hand-outs; it is an investment in people and the means by which to help them. It is about recognising that Africa has significant issues and many people have lost hope, but that CSI can help to uplift and develop these people," he said.

He cited education, health, experiential issues (such as opportunities to gain work experience) and social issues as the four key areas in which companies can make a difference with their CSI spending. He encouraged companies to establish partnerships with non-profit organisations that are already working in those fields to maximise the outcome of their investments.

HEALTH MATTERS IN THE SPOTLIGHT

Metabolic syndrome diseases will affect more than 300-million people globally by 2030, placing the threat ten times higher than the HIV/Aids pandemic and significantly impacting on workplace health and employee productivity.



Consequently, companies cannot underestimate the value of screening employees for these diseases during annual wellness weeks, as the lack of symptoms typically means only 20 percent of people with these diseases have been diagnosed and are taking medication, Ariani Health Solutions founder, Dr Arien van der Merwe, said.

Considering the topic: Metabolic Syndrome – a real threat to workplace productivity, Van der Merwe said there are 3,5-million South Africans with diabetes. Globally, 200-million people have metabolic syndrome diseases (diabetes, insulin

Going hybrid

Did you know that Toyota has an initiative to lower carbon emissions and go beyond zero environmental impact, as well as achieve a net-positive impact in society; the ultimate goal being to make a positive contribution to a low-carbon society that is recycling-based, environmentally friendly and in harmony with nature?

It's called the Toyota Environmental Challenge 2050 (www.toyota-global.com/sustainability/environment/) and just one aspect that is central to its success, is technology such as the next-generation hybrid powertrain you'll find in the latest Prius.

The company has sold more than 3,5 million Prius vehicles since its launch in 1997 as the world's first mass-produced hybrid vehicle. Toyota South Africa was kind enough to lend us the brand-new, fourth-generation model for our trip to Noshcon 2016, so that we could make the journey with the least environmental impact possible.

How little? Well, Toyota claims the Prius will consume just 3,7 litres of fuel per 100 km!

How has Toyota achieved this? Among the many engineering advances, the 1,8-litre petrol unit has been completely re-engineered to deliver significantly better fuel economy. The new hybrid system also comes in a more compact package that weighs (and costs) less while being more efficient.

The electric motor can power the new Prius along at low speeds. At high speeds the car is also less dependent than its forebears on the petrol engine – further improving fuel economy. "It reflects significant advances in battery, electric-motor and petrol-engine technologies," the company says.

All the while, the Prius is a full-size family hatchback with space for five, plus their luggage ... It's exceptionally quiet and comfortable, too (the theme of the cabin is "peace of mind"). That it costs a reasonable R455 300 only adds to the appeal.





resistance, high blood pressure, obesity and high cholesterol).

Comparatively, 37-million people globally and 25 million in sub-Saharan Africa live with HIV/Aids, meaning metabolic syndrome diseases are a far more significant challenge to workplace health.

"Before people experience increasing blood sugar levels, they may already be insulin resistant, but the symptoms like constant thirst, frequent urination, headaches, fatigue and nausea are so non-specific that the problem is often undiagnosed," she said.

Van der Merwe indicated that genetics only contributes a three percent risk factor, with long-term stress, lifestyle, unhealthy eating and nutritional deficiencies being the more prevalent issues. This was why executives and senior managers, particularly those over 40 years old, were the most at risk and had to be encouraged to undergo regular testing.

Restoring insulin sensitivity to ensure glucose enters the cells is key to managing diabetes, specifically, and maintaining better employee health. Van der Merwe said medical science is now rethinking Alzheimer's disease in the wake of knowledge that the brain also has insulin receptors.

"Alzheimer's is now being considered to be type three diabetes, where type one is childhood onset and type two adult onset, typically related to lifestyle choices. Type three is recognising the brain is receiving insufficient glucose and is thus shutting down," she said.

Heightened insulin levels causes renegade inflammation; raises testosterone levels in women and oestrogen levels in men; causes high blood pressure and cholesterol and affects mood swings as the liver struggles to detoxify.

"Workplace testing is essential as it is the only place where most employees have any medical testing. If the basic tests reflect deeper problems, employees are referred for more extensive testing," Van der Merwe said.

She added that the secret to longevity is "eating lightly and enjoying 'feather-heart' living – including raw fruit, vegetables and seeds, fatty fish, chicken and plenty of sunlight and vitamin D". She encouraged people to spend time each morning and evening in the sun, without sun block, to enable vitamin D absorption and warned against rubbing Vaseline onto



the skin as it prevents this process.

Critical to healthy living and counteracting metabolic syndrome was regular physical activities. Van der Merwe encouraged people to do something they enjoy – even if that means turning on the radio and dancing to the music.

COMMUNITIES AND THE ENVIRONMENT

Engaging with communities in which companies operated, particularly when the activities have controversial implications like mining, is essential to managing community expectations and respecting their dreams and wishes, Bannerman Resources CEO, Brandon Munro, said.

Addressing a session entitled: Leadership through community engagement, he said common mistakes causing ructions in local communities include companies waiting until it is too late before speaking to the communities; not respecting those communities; disregarding local authority structures; overpromising and under-delivering; arrogantly deciding what was good for the communities, rather than allowing them to make their own decisions; not educating people on what the company was doing; and sending inconsistent messages.

When companies allow these mistakes to happen, the outcomes are potentially irreparable. Munro cited a quote: "a reputation, once broken, may possibly be repaired, but the world will always keep eyes on where the crack is".

"Community engagement can be frightening, which is why companies avoid it," he said.

He reflected on a case study where Kunene Resources wanted to explore mining opportunities in



ABOVE AND RIGHT:

Noshcon 2016 offered delegates the ability to view the latest products and services, and discuss the sector's hot topics.



northern Namibia, on land on which the Himba people live. This is a nomadic, pastoral community whose lives and cultures have remained virtually unchanged for 500 years.

When he received an urgent call to meet with the chief, as there had been an issue with the company's foreman in the area, Munro was concerned, but also observed a hungry community needing help. Resolving the dispute required respecting them and the traditional leadership. This lesson, he said, held the company in good stead during its prospecting.

Looking to industry engagement, Munro cited the case study where Bannerman Resources was developing the Etango uranium mine near Swakopmund. In 2009, the tourism and mining industries were arch enemies and, of all the mining activities taking place, Etango's development would be the closest to the town.

The open-cast mine also required closing one road, directly affecting tourism, as it was on a route where tour operators could offer tourists a half-day tour to five key attractions.

Munro said Etango's approach was openness and involved discussions with the tourism industry in a bid to resolve the problems and repair a decade-long conflict. This included holding a two-day workshop where both parties openly discussed their issues and looked at finding new potential tourism investments, Bannerman also became the key

sponsor for the Hospitality Association Namibia's annual congress as another platform from which to repair the relationship.

The lesson emerging was one of openness and working together to find mutual benefits.

Munro's final case study considered the Macraes Heritage and Art Park in New Zealand, situated in one of the world's largest open-cast gold mines.

Originally, the government had accepted the mine closure proposal that allowed the pit to fill with water to create a man-made lake, but halfway through the operation it declared that the company had to return the land to its original form – a decision that would have forced immediate closure of the mine and the loss of thousands of jobs.

The solution required thinking out of the box, and resulted in the creation of the outdoor art park incorporating large-scale posters and paintings, a "gold bar" forged from one of the mine dumps and a sculpture in the centre of the pit, which will constantly change as the water level rises following the mine closure.

"This was an opportunity to create an endowment for New Zealand by creating a tourist attraction from the mine, which is already drawing national and international visitors before it has even closed. Finding a solution required engagement with the communities and the government to make it possible," he concluded. SM

AWARD	WINNER
SHE Rep of the Year	Mpho Moroa - Coleus Packaging
Regional SHE Coordinator	Valerie Van der Slik - Lepelle Northern Water Mopani Region
SHE Coordinator of the Year	Simon Mokoena - SGB Cape Kendal Logistics, a division of Waco Africa
Risk Manager of the Year	Edgar Rashitanga - Sedibeng Water
Corporate Group Risk Manager of the Year	Sue Janse van Vuuren - Air Products South Africa
Occupational Medicine Practitioner of the Year	Jakes Mudly - Tongaat Hulett Sugar SA
Occupational Health Practitioner of the Year	Sister Santie Faber - The SAB Limited, Rosslyn Brewery
Managing Director of the Year	Maxwell Muchatibaya - Tongaat Hulett Acuaireira de Mocambique South Africa
SHEQ & HR Manager of the Year	Tia Haydock - Jet Demolition
Corporate OSH Manager of the Year	Roy Pickett - ThyssenKrupp Industrial Solutions South Africa
Executive of the Year	Willie Oosthuizen - JVS Scaffolding
Senior Safety Officer of the Year	Jason Norval - Prommac
Environmental Coordinator of the Year	Rushda Thomas - Air Products South Africa, Kempton Park
Environmental Officer of the Year	Lwazi Ngwenya - Tedoc SGB Cape joint venture, Kusile Power Station
Occupational Hygiene Practitioner of the Year	Mpho Sello - Eskom SOC Ltd Majuba Power Station
HSE Officer of the Year	Desmond Motsi - Sedibeng Water
Chairman's Award	SAA Cargo
NOSA SECTOR CATEGORY WINNERS	
Sector A, CMB 150 N	Komatiland Forests Nursery
Sector A, CMB 253	Indlovu Forestry
Sector B, Health and Safety	Genesis Industrial Services
Sector B, CMB 253	Sasolburg Scrap Metal
Sector C1, CMB 253	Idwala Carbonates
Sector C3, CMB 253	Idwala Lime, Danielskuil
Sector D1, CMB 253	Pioneer Foods Groceries Atlantis
Sector D3, HSE system	Crest Chemicals, Prospecton
Sector D4, CMB 253	Npc Cimpor (Rf) Simuma, Port Shepstone
Sector D5, CMB 253	Tonga Hulett Sugar South Africa, Felixton Mill
Sector E, CMB 150	Eskom Holdings, Majuba Power Station
Sector E, CMB 253	Air Products South Africa, Kempton Park
Sector F, CMB 150	SGB Cape Walvis Bay, a division of Waco Africa
Sector F, CMB 253	Tedoc SGB Cape joint venture, Kusile Power Station
Sector F	Integrated and Aligned - Rodcol Contracts
Sector G, CMB 150	Reinhausen SA
Sector I, CMB 150	Afrisam South Africa - Mini Bulk Depot, Roodepoort
Sector I, CMB 253	Transnet Port Terminals - a division of Transnet Limited - Container Terminal, Ngqura
GREEN NOSCARS ON CMB 150 SYSTEM	
2nd NOSCAR:	BT Communication Secunda and Sasolburg
	Corrotech Coatings
	Gemini Electrical
	SGB-Cape Grootvlei, a division of Waco Africa
	SGB-Cape Lethabo Power Station Vereeniging, a division of Waco Africa
	Wetback Contractors
	Wreckers Dismantling
3rd NOSCAR:	OTB Construction, Sasol Secunda
	Prommac
	Seal Tight Vereeniging
	SGB-Cape Kriel Power Station, a division of Waco Africa,
4th NOSCAR:	Jones & Wagener
	Proconics, Secunda
5th NOSCAR:	SGB-Cape, Matla Power Station, a division of Waco Africa
6th NOSCAR:	B&W Instrumentation & Electrical, Alberton
7th NOSCAR:	AMEC Foster Wheeler South Africa, Midrand
13th NOSCAR:	IPSCO
2015 NOSCAR WINNERS	
2nd NOSCAR:	Afrisam SA Cement Central, Vanderbijlpark
	Afrisam SA, Brakpan
	Air Products South Africa, Empangeni

2015 NOSCAR WINNERS CONTINUED

	Air Products South Africa, Pinetown
	Air Products South Africa, Newcastle
	Namibian Institute of Mining and Technology - NIMT Building and Civil Trades Campus (NBCT)
	Pioneer Foods Groceries SAD, Worcester
	SGB-Cape Vaal Branch, a division of Waco Africa
4th NOSCAR:	Ertan Hydroelectric Power Plant of Yalong River Hydropower Development Company
	Eskom Peaking Operating Unit, Portfolio Ankerlig Power Station
	Eskom Peaking Operating Unit, Gourikwa Power Station
	Idwala Industrial Holdings, Cape Town
	Shajiao Power Station of Guangdong Yudean Group
	Timber Logistics Services
5th NOSCAR:	ABI Bottling, KwaZulu-Natal Supply Chain
	Idwala Witpoort Ottosdal
	Pioneer Foods, Groceries, Weetbix
	Reid & Mitchell, a division of Actom
	SAB Limited, Chamdor Brewery
6th NOSCAR	Afrisam SA, Swaziland
	Air Products South Africa, Impala Platinum Springs
	Air Products South Africa, Witbank
	CLP India, Paguthan Combined Cycle Power Plant
	Eskom Peaking Operating Unit, Port Rex Power Station
	Jet Demolition
	Namibian Institute of Mining and Technology - Namibia Engineering Trades & Head Office Campus - Arandis
	CLP India, Paguthan Combined Cycle Power Plant
	Senmin International Sasolburg
	SGB-Cape Kendal Logistics, a division of Waco Africa
	Tongaat Hulett Sugar, Voermol Feeds
	Transnet Port Terminal Car Terminal, Port Elizabeth
8th NOSCAR:	Eskom Peaking Operating Unit, Gariep Power Station
	FPT Group Port Elizabeth Terminal
	Karbochem Newcastle
9th NOSCAR:	African Amines, Newcastle
	Eskom Peaking Operating Unit, Acacia Power Station
	Idwala Industrial Holdings Limited, Logistics, Durban
10th NOSCAR:	Eskom Peaking Operating Unit, Vanderkloof Power Station
11th NOSCAR:	Air Products South Africa, Cape Town
	Air Products South Africa, Port Elizabeth PG Plant
	Transnet Port Terminals Car Terminal, East London
	Tronox Namakwa Sands
12th NOSCAR:	Masonite (Africa) Limited, Forestry Division
14th NOSCAR:	Eskom Holdings Limited, Duvha Power Station
	SAB Limited, Ibhayi Breweries
	SAB Limited, Polokwane Breweries
	SAB Limited, Prospector Breweries
15th NOSCAR :	SAB Limited, Maltings, Caledon
16th NOSCAR:	Eskom Peaking Operating Unit, Palmiet Pump Storage Scheme
	Eskom Peaking Operating Unit, Drakensberg Power Station
17th NOSCAR:	SAB Limited, Cyril Ramaphosa World of Learning
32nd NOSCAR:	Karbochem, Sasolburg
34th NOSCAR:	Afrisam SA, Roodepoort
Top Mining Company Achievement Awards for 2015	Tronox Namakwa Sands
Top Commercial	Jet Demolition
Top Manufacturing	Karbochem Sasolburg

TEN FOR AIR PRODUCTS

A total of eight Nascar awards (plus two individual awards) made Noshcon 2016 a special occasion for Air Products South Africa. Sue Janse van Vuuren, corporate risk manager at Air Products, explains

For a company to achieve a Nascar award requires the fulfilment of numerous criteria in line with the Nosa grading system. In the case of Air Products, one simple health, safety and environmental (HSE) vision guides its operations.

"This is to be a leader in protecting the health and safety of all our employees, customers and communities, as well as the environment in which we operate," explains Janse van Vuuren. "In order to achieve this, we continually strive to improve our HSE management system."

suppliers to our customers, as well as to any identify risks that may impact the environment in which we manufacture and distribute our products.

This, coupled with the dedication and commitment from our management and staff, is what enables us to achieve and maintain our Nascar status," Janse van Vuuren explains.

In addition to the Noscars, two employees at Air Products received individual awards: Rushda Thomas for Environmental Coordinator of the Year and Sue Janse van Vuuren for Corporate Group Risk Manager of the Year.

It is very important to the company that personnel, who have played a key role in attaining the awards, attend the Noshcon awards dinner, so that they can personally receive their awards and the recognition that they deserve.

"The staff members at Air Products are proud of our achievements.



ABOVE AND RIGHT:

Collecting just some of the awards from Nosa's Justin Hobday (left in each picture) and Duncan Carlisle are (clockwise from above left): Sue Janse van Vuuren, Mazila Nkamu and Karen Judd.


The result in 2016 was that seven Air Products sites – Cape Town, Port Elizabeth, Pinetown, Empangeni, Witbank, Newcastle and Springs – received Noscars for continuing to meet the stringent criteria in their last Nosa audits, while the company's Kempton Park site was the overall sector winner and also received a Nascar.

"This was a record for Air Products, as it was the most Noscars that we have received in one year," Janse van Vuuren smiles.

"The Nascar criteria are based on achieving high system compliance, as well as a low disabling injury frequency rate (DIFR), consistently for three consecutive years. Our sound HSE management system is used to identify and manage our HSE risks throughout the entire supply chain, from our



Receiving Noscars gives us the recognition and assurance that we are one of the top performing companies in HSE management in South Africa," explains Janse van Vuuren.

"Our employees can see the results of their efforts in the various programmes in which they participate, and our customers are assured that we are managing the risks relating to our products and services," she concludes. 



Gaining insight, sharing knowledge

With Saioosh members and non-members at Noshcon 2016, the association used its presence at the event to meaningfully add to the pool of knowledge

As a recognised annual event, where top speakers can share their knowledge and experiences with delegates from all fields of occupational health and safety (OHS), Noshcon continues to raise the bar.

"Nosa does not introduce speakers who have the 'same old, same old' approach. There is always a search for new ideas, new approaches, new concepts and new programmes," says Neels Nortjé, CEO, South African Institute of Occupational Safety and Health (Saioosh).

Noshcon 2016 provided Saioosh with the opportunity to showcase its membership levels and the benefits available to members and visitors. Encouragingly, says Nortjé, a large number of enquiries came after delegates had listened to speakers highlighting the need for "professional competence" among OHS practitioners.

Nortjé elaborates: "Most speakers focused on three main points. First, management needs to lead by acknowledging their role and setting an example. Second, the practice of reducing accidents and harm in the workplace is not a matter of 'them and us'; it is a team effort. Third, the biggest emphasis was on creating change in culture, behaviour and attitude; where all employees realise the value of 'do no harm' and actively buy into the process."

Nortjé was invited to be a panellist during the opening debate session on day two. "The panel fielded a large number of questions and, as a consequence, a number of delegates further enquired about Saioosh, what it does and what it offers OHS practitioners," he says.

With around 7 000 individual and more than 350 corporate members, Saioosh aims to keep its members informed in a number of ways. These include:

- The annual Saioosh conference, with 11 speakers, which attracts over 250 delegates.
- Continuing professional development OHS workshops, in five major centres around the country, free to members.
- Three newsletters are issued each month.
- Notification to any changes made to the more than 800 OHS Acts.
- A 20-module, e-learning programme. An additional e-learning programme is currently under negotiation.
- Saioosh distributes SHEQ MANAGEMENT magazine free to members in good standing.

"With each Noshcon event, Nosa pushes the OHS field of professionals to reach for new heights, in the name of getting accidents down and workers home safely to their families at the end of the work day," he concludes.

For more information about Saioosh please visit www.saioosh.co.za

ELEVEN AWARDS FOR SGB-CAPE

Noshcon 2016 was a big success for SGB-Cape; it was also fun – the company really enjoyed itself. Thabo Modumaela talks to SHEQ MANAGEMENT about the experience

“Noshcon is a very prestigious event that we value in our organisation and the industry as a whole. It allows us the opportunity to meet and mingle with the industry players, including the international counterparts.

“It makes us take pride in our jobs and reflect on the hardships of the past period, and pat ourselves on the back when we are called onto the stage to receive our awards. It is an event that makes us feel proud of our contribution in the health, safety and environment (HSE) sector,” says Modumaela.

This year SGB-Cape walked away with 11 awards. “Some of the highlights were winning two international awards for our Walvis Bay Branch in Namibia and Kusile respectively, maintaining our Nascar status on the other seven sites of SGB-Cape, and also two colleagues winning individual awards,” Modumaela elaborates.

The awards were as follows:

1. HSE Coordinator of the Year: Simon Mokoena
2. Environment Officer of the Year: Lwazi Ngwenya
3. International award: Kusile/Tedoc/SGB-Cape joint venture
4. International award: Walvis Bay (Namibia)
5. Nascar award: Vaal branch
6. Nascar award: Kendal Logistics
7. Nascar award: Matla Power Station
8. Nascar award: Lethabo Power Station
9. Nascar award: Kriel Power Station
10. Nascar award: Grootvlei Power Station
11. Nascar award: Richards Bay

Modumaela says: “Some of the key factors in achieving these were: spending a reasonable amount of money on the personal development of our employees, including the HSE training; not bowing



To the team from SGB-Cape, Nascar recognition proves the company walks the talk. Photograph: Natalie Field.

down to pressure; and doing the right thing and believing in it.”

“Nascar recognition sets us apart from the rest; it gives us a status that money cannot buy and it shows that we are an organisation with integrity. It proves that we walk the talk,” he goes on.

“SGB-Cape’s SHEQ strategy is harnessed through demonstrating management commitment and constant engagement with employees,” explains Modumaela.

“The latter is not easy, as we have more than 4 000 employees from different backgrounds. We are not perfect; we constantly seek new ways to improve on our HSE performance, and therefore we will not rest until we achieve ‘zero harm’,” he adds.

The company strives to keep to the promise of its SHEQ policy – to ensure that all employees are safe and healthy and go back home to their families.

“We have grown our business by adding two additional disciplines: QuikDeck and Rope Access. They have taken off quite successfully at the Kusile Power Station Project. They come with added pressure and demands on HSE, but we are ready to rise to the challenge,” Modumaela concludes confidently. **SM**



TO ERR IS HUMAN

People make mistakes – it's human nature. However, most mistakes are preventable. What can be done to help employees make things "go right"? Safety thought leader and professional speaker, JÜRGEN TIETZ, offers some insights

One of the most frequent comments I get when talking to people about safety is: "Why are people making stupid mistakes?" In many people's minds this then extends to the (illogical) conclusion that people who make mistakes are stupid.

Apart from being a generalisation and oversimplification of a complex behavioural issue, one which often leads to stereotyping, it also shines a light on the power of the made-up mind.

When we assume that the mistake was stupid, we ourselves are making the first mistake. We need to first establish why people did what they did. Was it really a mistake, or the result of a genuine effort to do the right thing that did not work out as intended?

There are many reasons why things are done differently at the "sharp end" and these are often overlooked when we try and find the cause of a "deviation":

- As humans we are able to think with reason, memories and moods;
- We make adjustments to stay on course, but things can still go wrong;
- A mistake is a behaviour and not a personality trait;
- There is no one size fits all – some people are more prone to making mistakes than others;
- We all take risks; the level varying over time and with mood;
- We don't always read people and situations correctly;
- We are good at finding mistakes, especially in hindsight, and at blaming others;
- Our schooling is based on marking papers by finding mistakes; and
- There are many kinds of intelligence; people who

are seen to make stupid mistakes in one domain are often highly intelligent in another respect – intelligence quotient (IQ), emotional intelligence (EQ) ... whatever "quotients" or "smarts" you want to use.

That being said, it cannot be denied that there are some actions which are avoidable. These include:


- Lack of awareness and making assumptions;
- Lack of care for others and property;
- Bad analysis and being wilfully ignorant;
- Taking "lazy" shortcuts without thinking about what we are doing;
- Allowing ourselves to be distracted;
- Allowing worry and fear to cloud our judgment;
- Not making time to stop and think about the consequences of our actions; and
- Too much haste and too much noise to see clearly.

Take action:

1. Be careful before blaming "the people factor" – don't assume the person/people made a mistake. Without people making adjustments and controlling processes, virtually nothing in this world would function on its own.
2. Don't look for and label things that do not conform to your standards as a "mistake" or "near miss".
3. Shift your mindset from "preventing things from going wrong" (reactive) to "ensuring things go right" (proactive). This is in line with "catching" people who are doing the right thing and giving recognition.

Encourage employees to share what they have to do, or adjust to ensure "things go right" (production, quality and costs), especially when the rules don't work and no one is looking or checking up. **SM**

EFFECTIVE RISK MANAGEMENT



Managing risks for businesses that have multiple sites and use a contractor workforce is complex and time consuming. This can lead to time spent away from the core business. RAYMOND MOUSSA, business development executive at One Vision Solutions, continues his list of seven steps to manage risk and reduce costs in the long term

ISSUING AND RECORDING ALL PERMITS AND SAFETY LICENCES

When issuing permits, such as those for hot work, working at height or in confined spaces, it can be difficult to keep track of the paperwork. Lost paperwork means businesses may be unable to prove that work is being carried out safely.

Using software such as Rapid Permit to Work, clients are able to ensure that all permits are issued from one centralised system; they are approved by the appropriate manager; associated risk assessments and safe work method statements are attached, and that it is possible to report on them.

PLANT AND EQUIPMENT MAINTENANCE AND SERVICE FOLLOW THROUGH

Online maintenance scheduling software, like Rapid Service Alert, allows a company to schedule regular equipment maintenance reminders. As a system that enables instant notifications of service requirements, the program can be used to provide regular reminders for audits, fire inspections and checklists.

When used together with hazard-management software, control measures applied to hazards can be allocated as serviceable items to ensure hazards are regularly serviced and controlled.

Any regular maintenance task can be scheduled and tracked in Rapid Service Alert with notifications and alerts delivered to the responsible person or contractor/supplier.

AUDITING OF SYSTEMS AND PROCESS FOR CONTINUAL IMPROVEMENT

Rapid Auditor allows the business to manage regular audits (such as quality control, plant and equipment and process audits) from the one centralised software system. This means the allocation of tasks, notifications and tracking of outcomes can be comprehensive and streamlined.

CONTROLLING ACCESS TO SITE

Rapid Access Systems is an entry-point gatekeeper for a business wishing to control the risk of unauthorised site entry, or to prevent untrained and uninsured contractors from working on site.


By incorporating an iPad or touchscreen sign-in system at site, the worker must sign in and complete a site induction on screen before proceeding. When coupled with Rapid Contractor Management, the worker's credentials and company compliance is screened and verified. An effective evacuation feature means that all site personnel can be accounted for



“ Lost paperwork means businesses may be unable to prove that work is being carried out safely.

by searching for the evacuation details on the Rapid Global App.

An important factor leading to inefficient risk management is the lack of best practice systems. Many companies struggle to manage workplace compliance and risks, such as incidents, when using Excel spreadsheets and simple databases. These simple software tools lack the sophistication to provide the user with specialised data management and notifications.

The consequences of the failure of these methods include damage to property and harm or injury to employees, contractors, or members of the public. The impact to the business can be catastrophic and lead to loss of productivity, damage to the brand and loss of revenue. 

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- » Rapid Access Systems
- » Rapid Permit to Work
- » Rapid Service Alert
- » Rapid Audit



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WHAT A WASTE!

While many First World countries are doing an exceptional job of managing their waste, some countries in the BRICS group (comprising Brazil, Russia, India, China and South Africa) are, quite literally, drowning in their waste. And, as CHARLEEN CLARKE reports, the problem is only going to get worse...

We really are a messy, wasteful species. According to the World Bank, cities are currently generating about 1.3-billion tonnes of solid waste per year. This is expected to increase to 2.2-billion tonnes by 2025.

It costs an awful lot to manage this waste – and these costs will rise exponentially. "Globally, solid-waste management costs will increase from today's annual \$205.4 billion (R2 941 billion) to about \$375.5 billion (R5 377 billion) in 2025.

Cost increases will be most severe in low-income countries (more than five-fold increases) and lower-middle income countries (more than four-fold increases)," reveals Rachel Kyte, vice president and head of network, sustainable development, at the World Bank.

Of course, waste management (or a lack thereof) doesn't only have financial implications. "The global impacts of solid waste are growing fast. Solid waste is a large source of methane; a powerful greenhouse gas that is particularly impactful in the short-term. Uncollected solid waste contributes to flooding, air pollution, and public health impacts such as respiratory ailments, diarrhoea and dengue fever," Kyte contends.

Which countries are the biggest culprits when it comes to waste generation? According to the World Economic Forum, small island nations produce the most municipal solid waste (MSW).

These include Trinidad and Tobago (14.40 kg/capita/day), Antigua and Barbuda (5.5 kg) and St. Kitts and Nevis (5.45 kg), Sri Lanka (5.10 kg), Barbados (4.75 kg), St Lucia (4.35 kg) and the Solomon Islands (4.30 kg). Guyana (5.33 kg) and Kuwait (5.72 kg) also score highly. The worldwide average is 1.2 kg.

New Zealand (3.68 kg), Ireland (3.58 kg), Norway (2.80 kg), Switzerland (2.61 kg) and the United States (2.58 kg) are the top five producers in the developed world.

While these countries generate a lot of MSW per capita, it is emerging countries with high populations that are the biggest problem. Take India, for instance, which generates a whopping 14-million tonnes of garbage each and every day – and the management thereof is woefully inadequate (83 percent of that waste is collected, but only 29 percent is treated).

In fact, the *Hindustan Times* claims that Mumbai is "fast becoming one huge garbage dump". Ironically, municipal rules in Mumbai state that residents must separate their waste – but then it ends up all being dumped in the same landfill anyway...

Sudhakar Yedla, professor at the Indira Gandhi Institute of Development Research, says India's situation is unusual. "Traditionally, less economically developed countries suffer from poor-quality waste management services, due to their lack of infrastructure, but their waste generation rates are usually low and, hence, issues related to scale do not tend to arise.

"On the other hand, richer economies enjoy very efficient waste-management services, owing to their superior infrastructure and community awareness of sustainability issues, but they grapple with issues of scale, including problems such as scarcity of land for disposal and disposal technologies.

"India suffers from both inefficient waste infrastructure and increasing rates of solid waste generation per capita, due, in part, to the country's service-sector-driven economic growth," he notes.

However, the situation in India is far from unique. In China, municipal solid-waste collection surged from 31-million tonnes in 1980, to 157-million tonnes in 2009, to a projected 585-million tonnes by 2030, triggered by rapid urbanisation and population growth.

China is also doing a spectacular job of polluting our oceans. Along with Indonesia, it is responsible for more than a third of the plastic bottles, bags and other detritus washed out to sea.

Judy Li, a Princeton-in-Asia fellow with Natural Resources Defense Council, Beijing's China Sustainable Cities Programme, explains that the growth in waste is indicative of a changing lifestyle.

"The massive shifts to consumerist lifestyles by millions of Chinese have produced tremendous quantities of waste, while underdeveloped public waste management services have become severely stressed," she explains.

Sadly, separated waste faces the same fortune as in Mumbai. "Currently, Chinese urban waste-management services generally collect unsorted MSW to be disposed of in landfills or waste incinerators around the periphery of the city, or further out into the countryside.

"Even if separate bins are available for recyclable and non-recyclable waste, government waste services do not have the capacity to operate a recycling system; the separated waste is bundled together into one truck all the same," she tells SHEQ MANAGEMENT.

Brazil has huge waste-management challenges, too; recycling is very limited and some 42 percent of waste is deposited in sites that lack the systems and procedures necessary to protect the environment against damage and degradation. Despite all legal determinations and efforts, improper disposal continues to be common practice throughout Brazil.

Russia also has waste-management woes; in fact, it is considered to be one of the most critical economic and environmental problems in Russia. MSW treatment in Russia is inefficient; 92 to 96 percent of MSW is neither recycled nor re-used, but simply transported to landfills or piled in illegal dumps.

MSW also remains a significant challenge in South Africa, where only ten percent of waste is recycled. The most recent figures from the Department of Environmental Affairs pertain to 2011 and it states that the country generated approximately 108-million tonnes of waste that year.

A whopping 98-million tonnes were disposed of at landfills. As is the case in many other BRICS countries, the country needs to move away from landfills (even though they appear to be the most cost-effective proposition).

So there you have it; if there is one thing that BRICS countries have in common, it's a problem with their waste. Of course, looking forward, this problem could always be turned into an opportunity.

According to market analyst Grand View Research, the global market for turning rubbish into power is expected to reach US\$ 37.64 billion (around R542 billion) by 2020. So maybe, in the future, our tonnes of rubbish won't be a real waste after all... 



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CHEAPER IS SELDOM BETTER

Accidents related to substance abuse cost companies hundreds of thousands of rand every year. Therefore, it's vital to purchase quality testing equipment, such as breathalysers. RHYS EVANS, managing director of Alco-Safe, explains

With the South African economy struggling to grow and many companies tightening their budgets, it is very easy for businesses to fall into the trap of choosing price over quality when making purchase decisions.

On the surface, cheaper equipment may offer most of the features and benefits that the more expensive model offers, without the steep price tag.

Let's look at something simple like a breathalyser.

Why does one brand with similar features cost significantly less than another brand? Build quality and the quality of materials used is one reason, but what most people don't know is that the more expensive products go through various accreditation ratings.

These accreditations include tests for things such as vibration, moisture, humidity, dust and drop testing. It costs money to put instruments through these accreditations and tests, so, of course, the instrument will cost more to manufacture.

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A cheap instrument, or piece of equipment, is also more likely to break quickly and require frequent repairs. It may also need to be replaced much faster than a quality instrument, as it might not be robust and withstand industrial wear and tear.

Cheaper breathalysers may also need to be recalibrated more often than quality machines and a failure to recalibrate the machine could also affect the reliability of the readings, or even its ability to operate at all.

Where the equipment is used for tests and the results have legal or life-changing implications, a cheap machine can also cost the business in legal fees, should someone successfully dispute the accuracy of the results.

It is, therefore, prudent to consider business equipment purchases as an investment and to empower the people who make purchasing decisions, so that they are better able to consider the overall impact of their choices. Here are some issues to take into consideration:

1. Does the model offer all the features needed to be able to efficiently execute the intended tasks to the

best quality the company can afford?

2. What is the expected lifespan of the equipment? This includes manufacturer guarantees, warranties and anecdotal history from previous users.
3. What is the projected cost of ownership of the equipment over its lifetime, when including estimates for repairs and estimated maintenance costs?
4. Is this particular model accredited and well-respected by the industry? Does the use of, or the results from, the equipment have legal or life-saving implications?
5. Can the business afford to operate for more than one day without the equipment in the event of equipment failure?
6. Would equipment failure directly hurt the business operations, or even the company's reputation among employees, clients and, where relevant, affected legal and regulatory bodies?

After all, as Benjamin Franklin once said: "The bitterness of poor quality is remembered long after the sweetness of a low price." SM

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